

**DEPARTMENT
OF
MANAGEMENT SCIENCE**

Karunya University

Code	Subject Name	Credit
MS201	Business Environment	2:0:0
MS202	Managerial Skills	2:0:0
MS301	Management Principles	3:1:0
MS302	Managerial Economics	3:1:0
MS303	Financial and Management Accounting	3:1:0
MS304	Business Statistics	3:1:0
MS305	Business Communication	3:1:0
MS306	Computer Applications in Management	1:0:2
MS307	Marketing Management	3:1:0
MS308	Financial Management	3:1:0
MS309	Production and Operations Management	3:1:0
MS310	Applied Operations Research	3:1:0
MS311	Research Methods for Management	3:1:0
MS312	Organisational Behaviour	3:1:0
MS313	Strategic Management	3:1:0
MS314	Human Resource Management	3:1:0
MS315	Management Information System	3:1:0
MS316	Business Environment and Commercial Law	3:1:0
MS317	Business Communication	3:1:0
MS318	Marketing Management	3:1:0
MS319	Research Methods for Management	3:1:0
MS320	Managerial Skill Development	1:0:2
MS321	Applied Marketing Research	3:0:0
MS322	Advertising and Sales Management	3:0:0
MS323	Services Marketing	3:0:0
MS324	Consumer Behaviour	3:0:0
MS325	Promotion Management	3:0:0
MS326	Equity Research and Portfolio Management	3:0:0
MS327	Financial Services	3:0:0
MS328	Project Appraisal Management	3:0:0
MS329	Bonds and Derivatives Management	3:0:0
MS330	Human Resource Development	3:0:0
MS331	Organisation Development	3:0:0
MS332	Management of Innovation	3:0:0
MS333	Managing Interpersonal Effectiveness	3:0:0
MS334	Advanced Behavioural Science	3:0:0
MS335	Multimedia Technologies	3:0:0
MS336	Management of Software Projects	3:0:0
MS337	RDBMS (ORACLE)	3:0:0
MS338	Intelligent Systems in Management	3:0:0

Code	Subject Name	Credit
MS339	Computer Networks	3:0:0
MS340	Maintenance Management	3:0:0
MS341	Technology Management	3:0:0
MS342	Integrated Material Management	3:0:0
MS343	Total Quality Management	3:0:0
MS344	International Financial Management	3:0:0
MS345	Management of International Business	3:0:0
MS346	Advanced International Marketing	3:0:0
MS347	International Marketing Research	3:0:0

MS 201 BUSINESS ENVIRONMENT

Credit 2:0:0

Marks 40 + 60

Unit I

Business Environment – Constituents – Global & Indian Scenario – Business Responsibility to the Society – Consumer Rights

Unit II

Economic Environment – Capitalistic, Socialistic & Mixed Economy – Review of Five Year Plan – Industrial Policy – Budget Features

Unit III

Globalization – Liberalization – Privatization – Role of MNCs in India – Flow of foreign Capital

Unit IV

Industrial Finance – Role of Industrial Finance Institutions

Textbooks

1. Francis Cherunila, Business Environment, Delhi : Himalayan Publishers House
2. Rangarajan .C, Monetary and Credit Policy, New Delhi : Tata McGraw Hill

Pedagogy should be based on paper clipping, articles reading and case studies as and when suggested by the concerned faculty.

MS202 MANAGERIAL SKILLS

Credit 2:0:0

Marks: 40 + 60

Unit : I

Communication process & Organisational Effectiveness – Formal Communication Types – Informal Communication Networks – Guidelines for Effective Communication – Role of Language.

Unit : II

Verbal & Non-Verbal Communication – Communication Climate & Culture – Verbal Messages – Body Language – Purpose of Interviews – Types of Interviews – Facing the Interview.

Unit : III

Decision making : Definition, Meaning, Process and types of decision making . Tools for decision making.

Unit : IV

Effective Public Communication – Organizing Effective Meeting – Seminars – Conferences – Audience Analysis – Types of Speeches – Organising & Delivering the Speeches – Informing & Persuading – Problem Solving – Decision Making.

Text Books

1. Adler, Ronald B and Jeanne M. Elm Horst. 1995. Communicating at Work: Principles and Practices for Business and the Professions, New York: McGraw Hill.
2. Poe, Roy W. Fruehling, Rosemary T, 2000. Business Communication, New Delhi: AITBS Publishers.

Reference Books

1. Krishnamohan & Meera Banerjee, 1998. Developing Communication Skills, New Delhi: McMillan India Ltd.
2. Ragendra Pal & Korlahali J.S. 1996. Essentials of Business Communication, New Delhi: 1996: Sultan Chand & Sons.

MS301 MANAGEMENT PRINCIPLES

Credit 3:1:0

Marks: 40 + 60

Objective: To familiarize the student with the concepts and principles and functions of management and the recent developments in management practice.

Unit : I

Management : Definition - nature - scope and functions POSDCORB-Evolution of management thought - Relevance of management to modern industry, Govt., University, hospital & other institutions.

Unit : II

Planning & Coordination: Nature and importance - procedure - types of planning, Techniques & strategic consideration .Objectives - MBO - Forecasting - Decision making - policy, strategy & coordination techniques.

Unit : III

Organising: Nature - purpose - organisational structure - Theories of organisation - span of control - Line & staff functions. Authority & Responsibility - centralisation and decentralisation -delegation of authority - span of control – Pros & cons, factors to be considered in the establishment of organisation.

Unit : IV

Directing & coordination:- Nature of directing - leadership qualities - styles - motivation - morale and discipline - Incentives for motivation - Nature & purpose of coordination - Techniques of coordination.

Unit : V

Controlling: The objectives and process of control - Role of information in control- Performance standard – Measurement of performance, remedial act – Integrated control system in an organisation.

Unit VI : Case Analysis**Text Books**

1. Koontz.H and Wehrich, 1989, Management, Newyork: McGraw Hill Book Co.
2. L.M.Prasad – Principles & Practices of Management, Sultan Chand & Sons, New Delhi

Reference Books

1. Stoner J.A.F and Freeman R.E, Management, 1992, Prentice Hall, New Delhi.
2. Wehrich & Koontz, Management: A Global Perspective, 1993, McGraw Hill, New Delhi.
3. Peter Drucker – Management of Non-Profit Organisations, 1972 New Delhi: Allied Publishers.

MS 302 MANAGERIAL ECONOMICS**Credit 3:1:0****Marks: 40 + 60****Unit : I**

Managerial Economics - Meaning, nature and scope - Role of Managerial economist - Elasticity, Measurement & applications, Demand Analysis - Determinants of demand – Introduction to demand forecasting .

Unit : II

Supply, meaning and determinants – production decision, production functions – Isoquants – expansion path – Cobb Douglas functions.

Unit III:

Cost concepts - cost function and cost output relationship Economics and diseconomies of scale - Cost control and cost reduction.

Unit : IV

Production Function Cost analysis & price determination - Pricing and output decisions under different market situations - Price discounts and differentials.

Unit : V

National Income – Savings, Consumption, Investment - Business Cycle - Inflation and Deflation - Balance of Payment - Their Implications in managerial decision.

Text Books

1. G.S.Gupta - Managerial Economics, Tata Mcgraw Hill, New Delhi.
2. Varshney And Maheswari - Managerial Economics, Sultan Chand & Sons, New Delhi.

Reference Books

1. P.L.Mehta - Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Joel Dean - Managerial Economics, Prentice Hall, New Delhi.
3. L.Rangarajan - Principles Of Macro Economics, Tata Mcgrawhill, New Delhi.

MS303 FINANCIAL AND MANAGEMENT ACCOUNTING**Credit 3:1:0****Marks: 40 + 60****Unit I : Preparation of Financial Statements**

Fundamental concepts, principles and rules of accounting – Double Entry Book Keeping – Classification of accounts – Classification of expenditure and receipts – Capital and revenue expenditure – deferred revenue expenditure, capital and revenue receipts.

Journal and ledger – Trial balance – Manufacturing Account – Trading Account – Profit and Loss Account – Balance Sheet.

Unit II : Financial Statement Analysis

Significance and limitations of Financial statements – Financial statement analysis – Common size, comparative and trend percentage analysis. Ratio Analysis – Profitability – Solvency – Leverage – Activity Ratios

Unit III : Fund Flow and Cash Flow Analysis

Fund Flow statement – Statement of changes in working capital – Calculation of funds from operation – Fund Flow statement. Preparation of Cash From Operation statement – Cash Flow statement – Significance of fund flow and cash flow statements.

Unit : IV

Costing – Elements of costing – Types of cost – Preparation of cost sheet – Budgeting and Budgetary control – Types of Budgets – Preparation of purchase Budget – Flexible budgets – Cash Budget – Sales Budget – Materials Budget – Master Budget – Zero based Budgeting.

Unit : V

Marginal costing – Cost - volume – Profit analysis – Break-Even-Analysis – Break – Even Chart – Applications.

Capital budgeting decisions – Techniques of capital budgeting – pay-back period method – Rate of return method – Discount cash flow method net present value method – internal rate of return method.

Text Books

1. Grewal T.X. 1999. Double Entry Book-Keeping. New Delhi: Sultan Chand & Sons
2. Reddy P N and Appannaiah H.R. 1997. Management Accounting

Reference Books

1. Sukla and Grewal, Advanced Accountancy, Sulthan Chand, New Delhi.
2. Gupta and Radhasamy, Advanced Accountancy, Sulthan Chand, New Delhi.
3. Jain and Narang, Advanced Accountancy, Sulthan Chand, New Delhi.
4. Maheswari S.N, Management Accounting, Sulthan Chand , New Delhi.

MS 304 BUSINESS STATISTICS**Credit 3:1:0****Marks: 40 + 60****Unit : I**

Introduction to statistics – purpose of statistics – kinds of numbers, measurements, variables, attributes, UNITs, discrete and continuous data.

Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit : II

Concept of probability – Law of Addition – Law of Multiplication and conditional probabilities – Random variables – Its expectation and variances – Applications in Management.

Probability distributions:- Binomial distribution, Poisson distribution and normal distribution.

Unit : III

Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions –

Unit : IV

Correlation and regression – Scatter Diagram – Coefficient of correlation – Rank Correlation – Regression – Lines of Regression index nos. Simple, weighted – consumer price index – wholesale price index.

Unit : V

Time Series: Components – Trends – Seasonal – cyclical – irregular variables – Measurement of trend – Method of semi averages and method of moving averages principle of least squares – Measurement of seasonal fluctuations – simple averages – Ratio to trend method – Ratio to moving average method – simple problems.

Text Books

1. Richard I Levin & David S. Rubin “Statistics for Management”, 7th ed.
2. S.P.Gupta, Statistical Methods, Sultan Chand & Co.

Reference Book

1. S.C.Gupta and V.K.Kapoor, Fundamental of Mathematical Statistics, Sultan Chand & Sons.

MS305 BUSINESS COMMUNICATION**Credit 3:1:0****Marks 40 + 60****Unit I**

Communication - Meaning and significance for management - Types of communication - Media - Barriers to communication - Principles of effective communication.

Unit II

Correspondence - Norms for Business letters - Letter for different kinds of situations - enquiry letter, customer complaint letters, collection letters and sale promotion letters.

Unit III

Non - Verbal communication – Body Language - Dyadic communication:- face to face communication - telephonic conversation. Use of charts, diagrams & tables – visual & audio visual aids for communication.

Unit IV

Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion.

Unit V

Skill Development Aptitude Tests - Communication Skill Exercises – Body Language Exercises – Personality Development Exercises (self awareness) – Attitude Tests and Development of communication.

Text Books

1. Ragendra Pal & Korlahali, J.S, 1996, Essentials of Business Communication, New Delhi, Sultan Chand & Sons.
2. Poe, Roy W.Fruehling, Rosemary T, 2000, Business Communication, New Delhi: AITBS Publishers.

Reference Books

1. Krishnamohan & Meera Banerjee, 1998, Developing Communication Skills, New Delhi: McMillan India Ltd.,
2. Anderson & Others: Assignment & Thesis Writing.

MS306 COMPUTER APPLICATIONS IN MANAGEMENT

Credit 1:0:2
Marks: 40 + 60

1. Computer, its components and functioning.
2. Operating systems: Awareness of different operating systems and their features. MS-DOS commands: only the simple commands such as FORMAT, DIR, CD, MD, RD, DEL.
3. Windows 2000: Use of basic features.
4. MS-OFFICE; Use of Word, Access, Excel & Power Point
5. Assignment on Capital Budgeting appraisal using MS Excel
6. Thorough working knowledge of SPSS package
7. Exposure to Financial Packages

Text Books

1. Rajaraman V. 'Fundamentals of Computers'. Prentice-Hall of India New Delhi
2. Jain Sathish. Computers Fundamentals of 'O' Level Examinations (Module BPB Publications, New Delhi.

Reference Book

1. Orilla Lawrence, S. Computers and Informations: An Introduction. Mc Graw Hill, New Delhi.

MS307 MARKETING MANAGEMENT

Credit 3:1:0

Marks: 40 + 60

Unit : I

Marketing :- Meaning - concept - functions - marketing Planning & implementation marketing Programmes - Marketing environment – Micro and Macro Market

Segmentation and consumer behaviour – Influencing factors, Decision process - Marketing Research - Marketing information system.

Unit : II

Product :- Meaning - Product planning - policies - positioning - New product development - product life cycle – BCG Matrix-branding. packing labelling.

Unit : III

Pricing:- Pricing objectives – Setting and modifying the price – Initiating price changes and responding to price changes.

Unit : IV

Promotion: Promotion Mix - Advertisement - Message - copy writing - Advertisement budgeting - Measuring advertisement effectiveness - Media strategy - sales promotion - Personal selling and publicity.

Unit : V

Physical Distribution and Strategies:- Distribution Mix - Managing channel - intermediaries - transport and warehousing - Distribution strategies - Distribution cost analysis - Strategies for market leaders, challengers, followers and nichers.

Unit VI : Case Studies

Text Books

1. Philip Kotler , 2000, Marketing Management, New Delhi: Prentice Hall of India P. Ltd., ed.10.
2. V.S.Ramasamy & Namakumari.S, 1995, Marketing Management, Delhi: Mcmillan, II Ed.,

Reference Books

1. William Stanton, 1994, 10th Ed., Fundamentals Of Marketing ,Tata Mcgraw Hill: New Delhi.
2. Bernhardt & Thomas C Kinnear, Cases in Marketing Management: Tata Mc GrawHill, New Delhi.
3. Peter F. Drucker, Tasks, Responsibility, Practices Management, ed. 1.

MS308 FINANCIAL MANAGEMENT

Credit 3:1:0

Marks: 40 + 60

Unit : I

Objectives and functions of financial Management - Role of Financial Management in the organisation - Risk-Return relationship. Time value of money concepts – Financial Markets in India – Primary and secondary market and their characteristics. Sources of Long term finance - Role of SEBI in Capital Issues. Concepts of Derivatives – Forwards, futures and options – simple cases for the exercises of future and option rights.

Unit : II

Capital Budgeting – Conflict in criteria for evaluation - Capital Rationing - Risk analysis in Capital Budgeting – Problems / Case

Unit : III

Cost of Capital - computation for each source of finance and weighted average cost of capital - EBIT - EPS Analysis - operating Leverage - Financial Leverage – Problems / Case.

Unit : IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

Unit : V

Concepts of working Capital –Nature – Meaning – Objectives – Needs – Trade off between profitability and risk – Financing mix – Hedging and conservative approach working capital policies – Factors affecting working capital requirements – Working capital estimate / cases

Text Books

1. Brealey R.A and Myers S.C 1988. Principles of Corporate Finance, New York: McGraw Hill Book Company
2. Van Horne J.C 1994. Financial Management and Policy. New Delhi: Prentice Hall of India Pvt. Ltd.,
3. Mampton J.C. 1994. Financial Decision Making: Concepts, Problems and Cases. New Delhi: Prentice-Hall of India Pvt. Ltd.,
4. P.V.Kulkarni, B.G.Sathya Prasad, Financial Management, Himalaya Publishing House – ninth revised edition – 1999.

Reference Books

1. Pandey I.M/ 1999. Financial Management. New Delhi: Vikas Publishing House Pvt. Ltd.,
2. Chandra, Prasanna, 1998. Financial Management : Theory and Practice. New Delhi: Tata McGraw Hill Publishing Co. Ltd.,
3. John J.Hampton, Financial Decision Making – Concepts, Problems and Cases, Prentice Hall of India P. Ltd., New Delhi (1994)

MS309 PRODUCTION AND OPERATIONS MANAGEMENT**Credit 3:1:0****Marks: 40+60**

- I. Historical evolution of production and operations management – Types of production systems – Product design – Capacity planning – Process planning – Production routing and scheduling.

- II. Plant location – Plant layout – Material handling Type – Production planning and control – Basic Ten function or PPC Operations Technology.
- III. Materials Management – functions – materials planning and materials requirement planning – Inventory control system – Store management – objectives & functions – purchase functions and procedures – JIT
- IV. LOB Techniques – Maintenance management, value analysis, Business process re-engineering nature, principle and process.
- V. Quality control – Purpose of inspection and quality control – control charts and acceptance sampling by variable and attributes. Sample plan OC curve, AQL, AOQL, LTPD – Work study – method study and time study procedure – standard time and work sampling.
- VI. Case studies

Text Books

1. Joseph C.Monks, “Operations Management”
2. E.S. Buffa “Modern Production and Operations Management”
3. K.Aswhappa & K. Sridhara Bhat, “Production and Operations Management”, Himalaya Publishing House First Edition 1999.

MS310 APPLIED OPERATIONS RESEARCH

Credit 3:1:0

Marks: 40 + 60

Unit : I

Linear Programming: Introduction – Mathematical formulation of a problem – Graphical solutions – general LPP – Canonical and standard forms the simplex method – Dual simplex method. Method application to management decisions.

Unit : II

Transportation problem – Introduction – Initial basic feasible solution =- NWC method – Least cost method – Vogel’s method – MODI – moving towards optimality – solution procedure without degeneracy multiple objective programming problems.

Assignment problem – Algorithm – Hungarian method – Games and strategies – Two – person zero sum games – The Max min – Min max principle – simple problems.

Unit : III

Sequencing and replacement model: Sequencing problem – processing through 2 machines, 3 machine – s jobs and k machines and traveling salesman problem.

Replacement of items that deteriorate gradually – with time, without time, that fails completely – individual replacement – group replacement.

Unit : IV

Queuing Models: (M/M/1: (∞ /F1 F0) model – M/M/1: (N/FIFO) Model – M/M/1: Arrival – service – mean time.

Decision Theory: Framework, pay-of-tables; decision criteria – Loss tables; Regret tables, value of perfect information; Decision trees and their uses.

Unit : V

Network models and simulation.

Network models for project analysis CPM; Network construction and time analysis; cost time trade off, PERT – problems.

Simulation: Concepts and Applications; Illustration of Monte Carlo simulation through simple examples; computing measure of performance consults; Limitations – using computer for formulation.

Text books

1. K.A.Taha, operations Research
2. S.D.Sharma, An Introduction – Fundamentals of Operations Research

Reference Book

1. Kati Swarup, Gupta and Manmohan, Operations Research, New Delhi: Sultan Chand and Sons,

MS311 RESEARCH METHODS FOR MANAGEMENT

Credit 3:1:0

Marks: 40 + 60

Unit I : Introduction

Research – Meaning – Objectives – Characteristics – Research in pure science and social science. Research process – Steps – Research Design – Types of Research Design – Descriptive, Exploratory and Experimental – Various types of experimental designs. Comparison of different research design. Hypothesis – Objectives – Types – Characteristics.

Cases: 1. Union Motors Corporation 2. Miles Laboratories, Inc.

Unit II : Scaling And Sampling Designs

Measurement – Characteristics of sound measurement – Data types: Nominal, ordinal, interval and ratio scales.

Scaling meaning – Methods of various scale construction techniques.

Sampling – Nature – Process of sampling – Sampling Techniques: Probability and non-probability.

Cases: 1. Delaware Art Museum 2. North Staff Beverages Ltd. 3. American Wine, Inc.

Unit III : Data Collection Techniques

Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation.

Construction of questionnaires – Differences between questionnaire and interview schedule.

Cases: 1. Hampton Mayoral Survey 2. Cathay Cosmetics

Unit IV : Data Analysis

Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding – Tabulation – Cross Tabulation - Differences between Parametric and Non-parametric tests – Non-parametric tests – Mann-Whitney 'U' test, Rank sum Test (Sign test) through SPSS.

Cases: 1. Lovely Lady Cosmetics, Inc. 2. Super Clean Tooth Paste

Unit V : Report Writing

Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables – Bibliography.

Case: 1. Florida Engineering Society Journal

Text Books

1. Dwivedi R.S 1999. Research Methods in Behavioural Sciences. New Delhi: Macmillan India Ltd.,
2. Kothari C.R 1999. Research Methodology. New Delhi: Wiley & Sons

Reference Books

1. Cooper D.R and Schindler P.S, 1998. Business Research Method. Singapore: McGraw Hill International Editions.
2. Tull D.S and Hawkins P.F, 1986. Marketing Research : Measurement and Methods. New Delhi : Prentice-Hall of India Ltd.,

MS 312 ORGANISATIONAL BEHAVIOUR

Credit: 3:1:0

Marks: 40 + 60

Unit : I

OB as a subject, History and Development; contributing disciplines, Importance of OB to the field of management, Hawthorne studies - classical and modern approaches to management; systems approach to OB.

Unit : II

Basic behavioural Process : Cognitive functions - intelligence, Creativity, Problem solving, Learning and its process - implications, Attitudes and Values, Personality - Concepts,

theories, estimation and applications; Perception - implications, counseling - importance and relevance.

Unit : III

Motivation - Theories and applications to management, Behaviour modification (OB mod), Communication - interpersonal communication - Methods to improve interpersonal Communication; Groups - Characteristics and processes, Group dynamics, norms, cohesiveness, decision making in groups.

Unit : IV

Leadership - Role and functions of a leader, Leadership theories and styles, implications for management, Alternatives to leadership; Organisational change : Approaches and resistance to change, Manager as a change agent; Conflict management, nature, sources.

Unit : V

Organisational Development - approaches, intervention strategies, implementation; Organisational culture - relevance of culture in the changing scenario, Organisational Politics, impression management and defensive behaviour. OB in the global context. Current applications and future trends in OB.

Text Books

1. Robbins S.P, 1999, Organisational Behaviour: Concepts, Conventions and Applications, New Delhi, Prentice Hall.
2. Umasekaran, 1996, Organisational Behaviour, New Delhi: Tata McGraw Hill.

Reference Books

1. Luthans F, 1998, Organisational Behaviour, Boston : Irwin
2. Moorhead.G and Griffin, 1996, Organisational Behaviour Bombay: Jaico Publishing House

MS313 STRATEGIC MANAGEMENT

Credit 3:1:0

Marks: 40 + 60

Unit : I

Introduction to Business Policy and Strategic Management: Nature, importance, purpose and objectives of Business Policy; Defining strategy and role of strategists and their role in strategic management – process of strategic management.

Unit : II

Strategy Formulation: Mission and objectives: Characteristics and formulation; Environmental appraisal: concept and components – methods and techniques used for organizational appraisal. Strategic alternatives: Modernisation, diversification, integration, merger and Acquisition, Joint Venture, Turnaround, divestment, liquidation strategies of leading Indian companies.

Unit : III

Strategic Evaluation and Choice: Corporate portfolio analysis: Experience curve, PLC, BCG matrix and its implications; IA – BS matrix, AD little life cycle approach, directional policy matrix and its implications. Competitive strategy in global industries – general framework for competitor's analysis.

Unit : IV

Strategy Implementation: Various structural, functional and behavioural implementations; various approaches to strategy implementation: Commander approach, organisation change approach, collaborative approach – 7 s model – Du Ponts control model; future of strategic management.

Unit V : Strategic Control

Operational control: Process of evaluation, setting of standards, measurement of performance, analyzing variances, taking corrective actions, evaluation techniques for strategic control, role of organizational systems in evaluation.

Unit VI : Case Studies

Text Books

1. Porter, Michael, 1980. Competitive Strategy: Techniques for Analyzing Industries and Competitors, New York: Free Press.
2. Johnson Scholes K, 1997, Exploring Corporate Strategy. New Delhi: Prentice Hall of India.

Reference Books

1. Azhar Kazmi, 1992. Business Policy, New Delhi : Tata McGraw Hill Publishing Co.,
2. Miller, Alex and Dess G.G. 1996. Strategic Management. Newyork: The McGraw Hill Companies Inc.
3. Pearce and Robinson. 1988. Strategic Management, New Delhi: All India Traveller

MS314 HUMAN RESOURCE MANAGEMENT

Credit 3:1:0

Marks 40 + 60

Unit I : Introduction

Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

Unit II : Procurement and Development Functions

Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization, training & development. Types and method, job change – career planning, promotion, demotion, transfer, separations.

Unit III : Compensation Function

Job evaluation – Merit rating – Methods of wage, payment, incentive compensation – Types, advantages, perquisites.

Wage system in India – Minimum wage, fair wage, living wage – productivity – linked wages and incentives – state regulation of payment of wages.

Unit IV : Maintenance and Integration Functions:

Administration of welfare, amenities & fringe benefits, safety & accident prevention work, environment fatigue safety, accident prevention. Employee grievances and their redressal, suggestion schemes, administration of discipline.

Unit V : Audit and Control Function

Performance appraisal – purpose, factors, methods 360 degree feed back uses and application, human resource accounting. Design, objective, advantages and methods, controlling manpower costs – MBO, Ratio analysis, cost of recruitment, replacement, turnover, retention. Training & retaining, personnel productivity, human resource information systems. Need, determinants, computer based employee information system.

Unit VI : Case Studies

Text Books

1. C.S. Venkatarathnam & B.K. Srivatsava, 1996, 'Personnel Management & Human Resources', New Delhi, Tata McGraw Hill
2. Arun Monappa & Mirza Saiyadain, 1994, 'Personnel Management', New Delhi, Tata McGraw Hill

Reference Book

1. P Subba Rao, 'Essentials of Human Resource Management and Industrial Relations', Himalaya Publishing House Reprint Edition 2000.

MS315 MANAGEMENT INFORMATION SYSTEM

Credit 3:1:0

Marks: 40 + 60

Unit : I

Fundamentals of Information systems: systems concepts - Types of system, system approach -relevance to modern organization - Data Vs information.

Unit : II

Managerial overview: Computer Hardware & Trends in Computer Hardware & Computer Peripherals - Managerial overview : Computer software - System software: OS, DAMS, OOPS - Application software -spread sheet - Graphic packages.

Unit : III

Information systems in Business and Management:- Transaction processing system: Information Reporting and Executive information system - DSS-AL & Expert systems.

Unit : IV

Managerial overview: Role communication & office Automation: Trends in Role Communication - Technical Tele Communication Alternatives - DTP - Image processing - Electronic communication system - Electronic Meeting System.

Unit : V

The Managements of information systems: Information Resource Management, Managing Information services - planning & implementing information system & controlling information system – Concepts of ERP and E-Commerce.

Unit VI : Case Analysis**Text Books**

1. James A.O'.Brien, Management Information Systems- A Managerial End User Perspective
2. C.S.V.Murthy, Management Information System, Himalaya Publishing House – First edition 1999.

Reference Books

1. Murdic & Ross: Management Information System
2. Lucas : Management Information System
3. Son : Management Information System

MS316 BUSINESS ENVIRONMENT AND COMMERICAL LAW**Credit 3:1:0****Marks 40 + 60****Unit I**

Fiscal policies: National income, inflation, structure of government finance.

Unit II

Monetary and credit policies: Relevance of monetary and credit policy to business, Macrolevel cost of fund and availability of credit. Economic Indicators: Whole sale price index, SENSEX, NIFTY.

Unit III

Commercial Law: Sale of goods Act, Partnership Act, Companies Act, Indian Contract Act, FEMA.

Unit IV

Industrial Law: Factories Act, Industrial Disputes Act, Minimum Wages Act, Workman's Compensation Act, PF, Payment of Bonus Act. (Note: Sections, Classes and Subclasses need not be emphasized)

Unit V

World Trade Organisation – Globalisation – Recent Economic policies – Social Responsibilities of Business and Business Ethics – Case Analysis (from any unit)

Text Books

- 1) Kapoor, ND 1990, 'Mercantile Law', New Delhi, Sultan Chand
- 2) Francis Cherunila, 'Business Environment', Delhi, Himalaya Publishers House

Reference Books

- 1) Rangarajan C, 'Monetary and Credit Policy', New Delhi, Tata McGraw Hill
- 2) Ramiah, 'Company Law', Madras, India Book House

MS317 - BUSINESS COMMUNICATION

Credit 3:1:0

Marks 40 + 60

Unit I

Communication - Meaning and significance for management - Types of communication - Media - Barriers to communication - Principles of effective communication.

Unit II

Correspondence - Norms for Business letters - Letter for different kinds of situations - enquiry letter, customer complaint letters, collection letters and sale promotion letters.

Unit III

Non - Verbal communication – Body Language - Dyadic communication:- face to face communication - telephonic conversation. Use of charts, diagrams & tables – visual & audio visual aids for communication.

Unit IV

Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences :- Procedure of Regulating speech - evaluating oral presentation - Group Discussion.

Unit V

Seminars – Communication Exercises – Case Presentations.

Text Books

1. Ragendra Pal & Korlahali, J.S, 1996, Essentials of Business Communication, New Delhi, Sultan Chand & Sons.

- Poe, Roy W. Fruehling, Rosemary T, 2000, Business Communication, New Delhi: AITBS Publishers.

REFERENCE BOOKS

- Krishnamohan & Meera Banerjee, 1998, Developing Communication Skills, New Delhi: McMillan India Ltd.,
- Anderson & Others: Assignment & Thesis Writing.

MS318 MARKETING MANAGEMENT

Credit 3:1:0

Marks: 40 + 60

Unit : I

Marketing :- Meaning - concept - functions - marketing Planning & implementation marketing Programmes - Marketing environment – Micro and Macro - Market Segmentation and Consumer behaviour – Influencing factors, Decision process - Marketing Research - Relationship Marketing.

Unit : II

Product :- Meaning - Product planning - policies - positioning - New product development - product life cycle – BCG Matrix- Branding - packaging ,labeling.

Unit : III

Pricing:- Pricing objectives – Selling and modifying the price – Initiating price changes and responding to price changes.

Unit : IV

Promotion: Promotion Mix - Advertisement - Message - copy writing - Advertisement budgeting - Measuring advertisement effectiveness - Media strategy - sales promotion - Personal selling and publicity.

Unit : V

Physical Distribution and Strategies:- Distribution Mix - Managing channel - intermediaries - transport and warehousing - Distribution strategies - Strategies for market leaders, challengers, followers and nichers.

Unit VI : Case Studies

Text Books

- Philip Kotler , 2000, Marketing Management, New Delhi: Prentice Hall of India P. Ltd., ed.10.
- V.S.Ramasamy & Namakumari.S, 1995, Marketing Management, Delhi: Mcmillan, II Ed.,

Reference Books

- William Stanton, 1994, 10th Ed., Fundamentals Of Marketing ,Tata Mcgraw Hill: New Delhi.

2. Bernhareth & Thomas C Kinnear, Cases in Marketing Management: Tata Mc GrawHill, New Delhi.
3. Peter F. Drucker, Tasks, Responsibility, Practices Management, ed. 1.

MS319 - RESEARCH METHODS FOR MANAGEMENT

Credit 3:1:0

Marks: 40 + 60

Unit I : Introduction

Research – Meaning – Objectives – Characteristics – Research in pure science and social science. Research process – Steps – Research Design – Types of Research Design – Descriptive, Exploratory and Experimental – Various types of experimental designs. Comparison of different research design. Hypothesis – Objectives – Types – Characteristics.

Cases: 1. Union Motors Corporation
2. Miles Laboratories, Inc.

Unit II : Scaling And Sampling Designs

Measurement – Characteristics of sound measurement – Data types: Nominal, ordinal, interval and ratio scales.

Scaling meaning – Methods of various scale construction techniques.

Sampling – Nature – Process of sampling – Sampling Techniques: Probability and non-probability.

Cases:

4. Delaware Art Museum
5. North Staff Beverages Ltd.
6. American Wine, Inc.

Unit III : Data Collection Techniques

Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation.

Construction of questionnaires – Differences between questionnaire and interview schedule.

Cases:

1. Hampton Mayoral Survey
2. Cathay Cosmetics

Unit IV : Data Analysis – Through SPSS

Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding – Tabulation – Cross Tabulation - Differences between Parametric and Non-parametric tests – Non-parametric tests – Mann-Whitney 'U' test, Rank sum Test (Sign test) through SPSS.

Cases:

1. Lovely Lady Cosmetics, Inc.
2. Super Clean Tooth Paste

Unit V : Report Writing

Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables – Bibliography.

Case: 1. Florida Engineering Society Journal

Text Books

3. Dwivedi R.S 1999. Research Methods in Behavioural Sciences. New Delhi: Macmillan India Ltd.,
4. Kothari C.R 1999. Research Methodology. New Delhi: Wiley & Sons

Reference Books

3. Cooper D.R and Schindler P.S, 1998. Business Research Method. Singapore: McGraw Hill International Editions.
4. Tull D.S and Hawkins P.E, 1986. Marketing Research : Measurement and Methods. New Delhi : Prentice-Hall of India Ltd.,

MS320 - MANAGERIAL SKILL DEVELOPMENT

Credit 1:0:2

Marks: 40 + 60

Unit : I

Verbal & Non-Verbal Communication – Body Language – Purpose of Interviews and Group Discussions – Types of Interviews – Facing the Interview.

Unit : II

Effective Public Speaking – Organizing Effective Meeting – Seminars – Conferences – Audience Analysis – Types of Speeches – Organising & Delivering the Speeches – Informing & Persuading – Problem Solving – Decision Making.

Unit:III

Skill Development – Aptitude Tests – Communication Skill Exercises – Body Language Exercises – Personality Development Exercises (Self Awareness) – Attitude Tests .

Unit:IV

Practical Sessions on: Event Management-Trade Fairs – Group Consultancy – Product and Concept Awareness Campaigns - Situation Analysis.

Text Books

3. Adler, Ronald B and Jeanne M. Elm Horst. 1995. Communicating at Work: Principles and Practices for Business and the Professions, New York: McGraw Hill.

- Poe, Roy W. Fruehling, Rosemary T, 2000. Business Communication, New Delhi: AITBS Publishers.

Reference Books

- Krishnamohan & Meera Banerjee, 1998. Developing Communication Skills, New Delhi: McMillan India Ltd.
- Ragendra Pal & Korlahali J.S. 1996. Essentials of Business Communication, New Delhi: 1996: Sultan Chand & Sons.

MS321 - APPLIED MARKETING RESEARCH

Credit 3:0:0

Marks: 40 + 60

Unit I – Introduction to Marketing Research

Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design.

Reading: Marketing Research Education: Perspectives from practitioners

Unit II – Techniques of Market Research:

Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analysing Panel data – Types of Panels – Omnibus surveys – Design issues in Omnibus surveys – Applications – Benefits and limitations of each of these techniques.

Readings:

- Is user panel research the best way of assessing ease of use?
- Building a Successful Panel

Unit III – Research for New Product Development:

New product developments – Why new products? – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis – Product test: Objectives, Types of product tests: Usage tests, Comparison Product test, Blind Usage test, Branded testing, Simulated Purchases Testing – Research methods in Product Tests: Income - placement and Central Location Product Testing - Test marketing: procedures and issues in conducting test marketing – Research issues in marketing segmentation.

Readings:

- Choosing simulated Test Marketing systems.
- Financial ABCs of Test Marketing
- New Product Development: Proactive or Reactive?

Unit IV- Pricing And Distribution Research

Pricing new products – Impact of 'Ruling – Price' structure – Concepts and product tests incorporating price – Profit-oriented and share-oriented pricing – Gabor and Granger's 'Propensity – to-purchase' approach to find the optimum price – Price sensitivity measurement model.

Distribution Research – Warehouse and retail location research – Number and location of sales representatives.

Readings:

- i) New Pricing Realities;
- ii) Obtaining MSI Support: The Case of Pricing research competition;
- iii) Pricing Research for Decision Making.
- iv) Pricing Research “ Pre-Test-Market Alternatives;

Unit V- Packaging And Promotion Research:

PROMOTION RESEARCH: Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional impact – Trade promotion research – Advertising Research – Copy testing.

Readings:

- i) Exciting Break things in sales promotion Research
- ii) Missing Measures of copy Testing
- iii) Copy Testing: Passion and Research

Ethical Issues in Marketing Research.

Readings:

- i) Traditional Ethical Issues Facing Marketing Researchers;
- ii) Judgments of Marketing Professionals about Ethical Issues in Marketing Research: A Replication and Extension
- iii) Ethics – Every day choices in Marketing Research

Text Books

1. Beri G.C. 1993. Marketing Research. New Delhi : Tata McGraw Hill.
2. Chisnall P.M. 1983. The Essence of Marketing Research. New Delhi : Prentice Hall of India
3. Boyd H.W, Jr. Westfall R. And Stasch S.F. 1998. Marketing Research : Text and Cases. Delhi : All India Traveler Book seller.

Reference Books

1. Tull D.S and Hawkins Del I, 1993. Marketing Research : Measurement and Method. New Delhi : Prentice Hall of India
2. Kinnear T C and Taylor Jr. 1996. Marketing Research : An Applied Approach
3. Worcester R.M and Down J. 1986. Consumer Market Research Hand Book. Amsterdam : Elsevier Science Publishers B.V.

MS322 - ADVERTISING AND SALES MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Objective: It helps to understand how to make a compulsive effect on the buyer by creating and managing advertising and selling programmes.

1. Introduction & Objectives

Advertising as an element in the marketing - its role and importance – classification of advertising – Ad objective – Sales oriented objectives – Behavioural oriented objectives – DAGMAR.

2. Creative Strategy & Testing of Ads

Testing of ads creative appeal ad values – ad designing: print – copy visual element, Audio visual – situation & story boarding – creative strategy for high involvement products. Pre testing and post testing of advertisement – the tests and the suitability of them for various media.

3. Media Strategy

Media mix-print, broadcast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet.

Defining media planning- From marketing plan to media plan, challenges in media planning.

Developing the media objectives – Reaching the audience and distributing the message.

Developing the media strategy – selection of media scheduling, calculating the cost efficiency.

4. Sales Management

Sales Management an overview - Selling and Salesmanship, Setting Objectives for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Dept. Relations, Distributive Network Relations.

5. Sales force Management

Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management.

Text Books

1. Churchill, Neil & Walker, Sales Force Management: Planning, Implementation and Control, Irwin Homewood IL, 1993.
2. Advertising – Text & Cases – Mahendra Mohan – Tata McGraw Hill
3. Advertising – Roderick White – Tata McGraw Hill
4. Advertising – Theory & Practice – Vernon Fryburger – Aitbs
5. Advertising – James S.Norris – Prentice Hall India

Reference Books

1. Marketing Management – Philip Kotler – Phi
2. Sales Management – Cundiff & Still
3. Advertising Excellence – Bovee & Thill – McGraw Hill International

MS323 - SERVICES MARKETING

Credit 3:0:0

Marks: 40 + 60

Unit I - Understanding Services:

What are services? – Factors influencing the growth in Services Marketing – Characteristics of Services – Development of Services Marketing Thought – Opportunities and challenges in services marketing – Differences between Goods and Services – Expanded Marketing Mix for Services.

Unit II – Framework for Analysing Services:

Classification schemes in Services Marketing – Lovelock's Classification of Services – Insights and implication for different classification schemes.

Systems in Services Marketing – Operations system, Delivery system and Marketing system – service Blue printing.

Unit III – Positioning of Services:

Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Relationship Marketing: Creating and Maintaining valued relationship with Customers.

Unit IV – Managing the Customer Service-Function:

Measurement of Customer Service Satisfaction – Service Quality – Parasuraman et al.'s SERVQUAL dimensions.

Unit V

Demand and supply strategies for services – Factors governing Demand and Supply – Capacity Utilisation Services Marketing in selected Indian industries – exercises and case.

Text Books

1. Zeithaml V and Bitner M.J, 1996. Services Marketing. McGraw Hill.
2. Woodruffe H. 1997. Services Marketing. New Delhi : MacMillan India Ltd.,
3. S.M.Jha, Service Marketing, Himalaya Publishing House – Revised edition 2000

Reference Books

1. Lovelock C.H. 1996. Services Marketing. New Jersey. Prentice Hall International
2. Payal A. 1998. The Essence of Services marketing. New Delhi. Prentice Hall of India
3. Donnelly J.H. Jr. And George W.R 1981. Marketing of Services. Chicago : American Marketing Association.

MS324 - CONSUMER BEHAVIOUR

Credit 3:0:0

Marks: 40 + 60

Unit I: Consumer Behaviour – An Introduction

What is CB – why to study CB – Application of CB principles to strategic marketing – Role of marketing in CB – CB and marketing segmentation.

Unit II- Consumer as an Individual

Consumer needs and motivation – Personality and CB – Consumer Psychographics, Perception, Attitudes – attitude formation and change - learning.

Unit III – Consumer as Groups

Group Dynamics, Consumer reference groups – Personal influence and opinion leadership – Diffusion of Innovation process.

Unit IV – Consumer in a Social And Cultural Setting

Social class and CB – Family – Influence of culture on CB – Sub cultural and cross cultural consumer analysis – Consumer movements – Consumer Protection in India.

Unit V – Consumer Decision Making Process And Applications

Consumer decision making process – comprehensive models of consumer decision making – new product purchase and repeat purchase – CB applicable to profit and non profit service organization.

Text Books

1. Leon G.Schiffman & Leslie Lazar Kannk: Consumer Behaviour, Phi
2. David Loydon } Consumer Behaviour: Concepts & Application
3. Consumer Behaviour (Text & Cases) – Himalaya Publishing House – First edition - 1999

Reference Books

1. Reynolds & Wells: Consumer Behaviour - Mcgraw Hill, International.
2. James F.Engel Roger.D. & Blackwell - Consumer Behaviour - Dryden Press
3. S.C.Mehta - Indian Consumers - Tata Mc Graw Hill
4. Albert Biutta – McGraw Hill International, 4th edition

MS325 - PROMOTION MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Unit I: Promotion Mix & Personal Selling

Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix. Personal selling - Sales force Design - objectives, strategy, size, structure and compensation. Principles of personal Selling - Salesmanship, steps in selling process, Negotiation - Models, Strategy & Tactics, Customer Relationship Management. Evaluation of personal selling.

Unit II: Advertising Management

Meaning, Objectives, Importance Classification of advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Advertising Agency Management. Campaign Planning, Advertising Budget.

Unit III : Advertising Media Management

Types - Print, Radio, TV, Cinema Outdoor and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

Unit IV: Advertising Creativity

Advertising Copy writing for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

Unit V: Sales Promotion and Public Relations

SALES PROMOTION - Objectives, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion. PUBLIC RELATIONS - Objectives, Tools, Media and Message, Evaluation of Public Relations.

Text Books

1. Advertising - Text & Cases - Mahendra Mohan - Tata Mcgraw Hill
2. Advertising - Roderick White - Tata Mcgraw Hill
3. Advertising - Theory & Practice - Vernon Fryburger - Aitbs
4. Advertising - James.S.Norris - Prentice Hall India
5. Sales Promotion - Tony Dakin

Reference Books

1. Sales Promotion - Julian Cummin
2. Successful Sales Promotion - Pran Choudhry Et Al - Macmillan
3. Marketing Mgt. - Philip Kotler - Phi
4. Sales Mgt. - Cundiff & Still
5. Advertising Excellence - Bovee & Thill - Mcgraw Hill International.

MS326 - EQUITY RESEARCH AND PORTFOLIO MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Unit I

Securiteis – types, shares, debentures and their characteristics – primary and secondary markets, stock exchanges, organization and functions, listing of securities, mechanism of trading – sources of information.

Unit II

Valuation of Securities : Equity – Bonds and Debentures – Capital Asset pricing model, arbitrage pricing theory.

Unit III

Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques. Industry Analysis - Industry classifications. Economy and Industry Analysis - Industry life cycle - Evaluating Industry relevant factors - External industry information sources.

Unit IV

Company Analysis: Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor ratios - value investing. Technical Analysis: Fundamental Analysis Vs Technical Analysis – Dow theory - Charting methods - Market Indicators - Trend - Trend reversals - Patterns - Oscillators - ROC - Momentum - MACD – RSI.

Unit V

Portfolio Analysis - meaning and importance of portfolios – Portfolios selection and construction - Performance evaluation – Measures of return – formula plans – rupee cost averaging – risk adjusted measure of performance.

Text Books

1. Reilly, Investment Mgt. & Portfolio Analysis
2. Gitman, Fundamentals Of Investing -
3. Graham And Dodd, Security Analysis

Reference Books

1. Clark Francis, Management Of Investments -
2. Fuller & Farrell, Modern Security Analysis & Portfolio Mgt. -
3. Balla, Investment Management -

MS327 - FINANCIAL SERVICES

Credit 3:0:0

Marks: 40 + 60

Objective: This is designed to provide a basic understanding on functioning of various institutions offering financial services. It also equips the participants in handling various work areas of these institutins.

I. Scope of Financial Services

An overview of Financial Services – Economic Environment – Macro Economic aggregates and policies financial services and economic environment – Legal and regulatory framework – Securities Contracts (Regulations) Act.

2. Instruments in Capital Market

Financial Institutions – Other players in the financial sector – An overview of financial markets – Capital markets and capital market instruments – Money market and money market instruments – Government Securities market – Foreign exchange market – International financial markets – Derivative Securities – Introduction to SWAPs.

3. Merchant Banking

Merchant Banking: Appraisal of projects. Designing Capital Structure and instruments – Issue pricing; Preparation of Prospectus; Selection of Registrars, Advertising Consultants etc., Advertising Strategies; Underwriting Arrangements and placement with Fis, Mutual Funds, Fiis, etc: Issue Marketing: Brokers and Investors meet – NRI Marketing: Issue Management – Dealing with Bankers to the issue, Underwriters and Brokers to the issue; Allotment Finalisation and other post issue Activities.

4. Fund Based Activities

Introduction to leasing – Legal Aspects – Tax aspects lease evaluation from lesse's point of view- lease evaluation from the lessor's point of view ◊ Accounting and reporting for leases – Funding of leases – Import leasing and cross border leasing – Lease structuring and lease agreement – Concept and features of hire purchase transaction – Flat and effective rates of interest – Difference between hire purchase and a lease.

Factoring – Introduction and features – legal aspects – Cost of factoring recent development in the Indian context – Factoring Vs. Bill discounting – Consumer finance – Credit cards – Financing schemes for consumer durables. Venture Capital – Concept – Concept and characteristics – Evaluation of new project ideas and technology – innovation – venture capital industry in India – Venture capital schemes and guidelines – tax and legal aspects – Entrepreneur profiles – Mutual funds credit rating – CRISIL, ICRA.

5. Role of Stock Exchanges

Organisation and Functions of stock exchanges in India – Trading in stock exchange – Listing of Securities – Regulations and control of stock exchanges in India – OTC Exchange of India.

Reference Books

1. Securities Contract Act
2. SEBI Guidelines
3. Business / Financial Journals and News papers.

MS328 - PROJECT APPRAISAL MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Unit I

Projects - capital expenditure - importance and difficulties - Phases of capital budgeting - Project development cycle - Implementation - Identification of investment opportunities - Market and technical appraisal.

Unit II

Forecasting costs and benefits of Projects - Problems in valuation - means of Project financing - Assessing the tax burden - Financial projections - Appraisal criteria - sensitivity analysis - project evaluation under uncertainties.

Unit III

Social Cost Benefit Analysis - Measurement of social costs and benefits - Social discounting rate of return - Multiple projects - Portfolio approach.

Unit IV

Project Management - Network techniques Information - system for Project monitoring - multiple projects - scheduling - Resource scheduling - Project Management software - Instaplan III.

Unit V

Organising systems for projects - project planning - Human aspects of Project management - Project cost over runs and cost control - Project Audit.

Text Books

1. Prasanna Chandra - Project Appraisal & Mgt. - ata McGraw Hill
2. Gopalakrishnaan & Ramamoorthy - Project Management , Mcmillan

Reference Book

1. Unido - Guidelines For Project Evaluation , Oxford, Ibh

MS329 - BONDS AND DERIVATIVES MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Unit I

Bonds :- Bond Attributes - Bond returns and prices - Risk Structure of bonds - Forecasting interest rate bonds - the term structure of interest rates - problems.

Unit II

Bond Management strategies :- Passive Semi Active - Active Passive and Active strategies - New Innovations in bonds. Bond Portfolio Management :- Bond market Efficiency - Bond Pricing theories, Duration - Immunization - Bonds Vs Stocks.

Unit III

Options:- Rationale of options - Put and Call options - Determining option value - option position and strategies option pricing - Black - Scholes Model - Problems. Futures :- Stock Index futures Portfolio Strategies using futures. Futures on fixed Income securities. Futures on Long term securities - Returns on Futures - Financial futures - Futures versus call options. Synthetic futures - problems.

Unit IV

Warrants :- Features - gearing effect - valuing warrants - warrants vs options - Problems.
Convertibles: Features - valuation of convertibles - Convertible preference shares - problems.

Unit V

Swaps - Features - Bond Swaps - Substitution Swaps - Gains from Swaps - Rate Anticipators - International Swaps - Problems.

Text Books

1. Introduction To Futures And Options Market - Hull, John
2. Options Market, Cox And Rubinstein
3. Understanding Future Market - Robert W Kobb

Reference Books

1. The Hand Book Of Fixed Income Securities - Fabozzi Frank J And Iring M.Pollack
2. Management Of Investments - Jack Clark Francis
3. Management Of Investments - V.Balla

MS330 - HUMAN RESOURCE DEVELOPMENT

Credit 3:0:0

Marks: 40 + 60

1. Introduction to the concept and philosophy of HRD - Meaning, scope, Importance, difference between traditional personnel management and HRD - Contextual factors and Human Resource System Designing.
2. Role Analysis and HRD - Key performance Areas, Critical attributes, Role Effectiveness, Role analysis Methods.
3. Performance Appraisals and Performance Development - objectives of Performance Appraisal - The past and the future; Basic considerations in Performance Appraisal; Development oriented appraisal system.
4. Interpersonal Feedback and Performance Counseling - Giving and receiving feedback; Developing dyadic relationship through effective counseling.
5. Potential Appraisal and Development
6. Career planning and Development
7. Training - conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training Methods and their selection criteria; Evaluation and Follow-up training.

8. Organizational Effectiveness - Organization culture, HRD climate; Organization Development - characteristics, HRD - OD interface, Managing change through OD. HRD/OD approach to I.R
9. HRD Implementation strategies and issues in Human Resources System designing.
10. HRD experiences in India - Emerging trends and perspectives.
11. Case analysis.

Text Books

1. Pareek Udai And T V Rao, Designing And Managing Human Resource Systems, Oxford & Ibh
2. Rao Tv Performance Appraisal: Theory And Practice. Aima – Vikas, New Delhi.

Reference Book

1. Rao T.V, Alternative Approaches and Strategies HRD, New Delhi: Rawat Publishers.

MS331 - ORGANISATION DEVELOPMENT

Credit 3:0:0

Marks: 40 + 60

Unit I

An introduction to OD – History – Concept. Nature and scope – Value and Assumptions – Characteristics.

Unit II

Organisational change – Characteristics – The Nature of planned change – Strategy for managing change – OD as change Agent.

Unit III

Operational components of OD – Diagnostics, Action process – Action Research and OD – OD Interventions – Team interventions – Inter group interventions – Personal, interpersonal – Group process interventions – Comprehensive interventions – Structural interventions.

Unit IV

Implementation and Assessment of OD – The impact of OD – Issues in consultant – Client relationships – Mechanistic and organic systems and the contingency approach.

Unit V

The future of OD – Some Indian experience - Case study for understanding OD efforts in Indian context. Exercises and Mini Project on “OD Intervention strategies in India”.

Text Book

1. Wendell I French, Cecil H Bell Jr. Organisation Development, PH1 Fourth Edition

Reference Books

1. Arthur Kivuloff, Organisation Development for Survival –AMA 72.
2. French, Bell and Zawacki, Organisation Development Theory, Practice & Research, Universal Book Stall, Third Edition.
3. Paul S.Goodman, Assessing Organisational Change, John Wiley and Sons, '79.

MS332 - MANAGEMENT OF INNOVATION

Credit 3:0:0

Marks: 40 + 60

Unit I

Concept of innovation and creativity Definition - relationship of creativity to the following human functions - Intelligence, Education, Age, Behaviour - 4 P's of creativity and theories behind those ideas - 4 stages of creative process - major blocks to creativity.

Unit II

Organizational climate for creativity and Innovation 3. Organizational diagnosis: preparation of a report on the organizational climate for creativity in an organization. Knowledge and power - knowledge worker - organizational development - Organizational culture - maintenance of culture - Organizational climate.

Unit III

Human relation skills for Managing Innovation Experiential learning programme on:

- Group Problem Solving
- Group Decision making
- Group think
- Brain-storming (Individual and groups)

Unit IV

- Synectics
- TA (Transactional Analysis)
- AT (Assertive Training)
- Anxiety education

Unit V

Case studies on Innovative Management Strategies

Text Books

1. Kobayashi S, 1971. Creative Management. New York: American Management Association,
2. Perters. T J Waterman, R H. 1982 . In Search Of Excellence. London: Harper & Row 1982
3. Shapero A. 1985. Managing Professional People. New York : Free Press.

Reference Books

1. Toffler .A 1971. Future Shock. New York,Bantom.
2. Vernon P E 1975. Creativity. London : Penguin
3. Halloran J & Benton Doublas. 1987. Applied Human Relations. New Jersey : Prentice Hall

MS333 - MANAGING INTERPERSONAL EFFECTIVENESS

Credit 3:0:0

Marks: 40 + 60

Unit I

Self Perception And Self-Presentation: Defining & perceiving self, gaining self-knowledge, self effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

Unit II

Communication: Communication and language, Non-verbal communication: proxemics, paralanguage, kinesics, deception, detection deception, non-verbal leakage.

Unit III

Attitude And Attitude Change: The nature of attitudes, changing attitudes - theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

Unit IV

Environmental Influence : Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

Unit V

Quality Of Life : Quality of Life : Working and well being, The working woman and the stress on working women, Advertising and consumer behaviour, public health, aging and life quality, using social psychology to improve quality of life.

Unit V : Case Analysis

Text Books

1. Penrod : Social Psychology
2. Haney W V (1979) - Communication And Organizational Behaviour, Homewood III : Ierwin
3. Oskamp S (1977) Attitudes & Opinions Englewood Cliffs, N I Prentice Hall
4. Udai Jain (1989) Crowd Behaviors

Reference Books

1. Altman I (1975) Environment And Social Behaviour, Privacy :
2. Personal Space, Territory And Crowding, Monetary, Calif : BrookeCole.

3. Steven Penrod (1986) Social Psychology, Second Edn. Prentice Hall, N.Y.

MS334 - ADVANCED BEHAVIOURAL SCIENCE

Credit 3:0:0

Marks: 40 + 60

Unit I

The relationship between Behavioral Science and other. Functional areas of management role of advanced behavioral science in organizational development life. The differences and similarities between ABA and Organizational Development intervention and strategies.

Unit II

Importance of TA in organizational communication. How to use the knowledge of strokes, stamps, sweatshirts and rackets, How are you doing and what do you do next? Performance review, TA tips for performance interview the goal setting session, development planning with the subordinate, analyzing problems.

Unit III

Behaviour modification principles & practice

Unit IV

Managerial counselling; Styles of helping, Predicting People's Problem, the elements of counselling; Counselling & performance appraisal, developing the organization; Anxiety and stress at work; Training for Counselling.

Unit V

Assertiveness : Nature, importance and relevance in organizational life. How assertiveness could improve individual assertive communication exercise.

Unit V(a)

Project Work

Unit VI

Case Analysis

Text Books

1. Zuker, Elaina 1983. Mastering Assertiveness Skills : Power and Positive Influence at Work. American Management Association.

Reference Books

1. O'hearn J.J. 1977. Practical Transactional Analysis Management. Addison – Wesley Publishing Company

MS335 - MULTIMEDIA TECHNOLOGIES

Credit 3:0:0

Marks: 40 + 60

Unit I

Introducing multimedia: Today and Tomorrow - Multimedia today – The future multimedia - What is multimedia? Using multimedia: applications, benefits and problems – Who is using multimedia? Benefits of using multimedia, Problems with multimedia

Unit II

System Components: Converging technologies, Functions and subsystems.

Multimedia platforms: Personal computers for multimedia today, multimedia hardware, system software, and future decisions.

Development tools: Developing applications - commercial tools – Standards.

Unit III

Image: Image and applications – Image capture – compression – Standards.

Audio: Audio applications – Audio capture – Compression – Standards.

Video: Video applications, video capture, Television, Compression, Standards, and Proprietary compression.

Unit IV

Storage for multimedia: Choice of storage – magnetic media – Optical media – Compact disk specifications.

Communication: Building multimedia networks – Local area networks, New options for multimedia LANs – Wide area networks – Cable and broadcast communications.

Unit V

Multimedia in the real world: Multimedia and single user – Multimedia on networks.

Training and education: The need for training – Multimedia in training.

Image Pricising: The impact of image –Operational systems – High-quality imaging systems.

Text Book

1. Judith Jeffcoate, 2000, Multimedia in Practice, New Delhi: Prentice Hall of India Pt. Ltd.

Reference Books

1. Howlett and Viginia, ``Visual Interface design for Windows``, John Wiley and Sons: New York, 1996.
2. Vethoven, William and Seijdal, ``Multimedia graphics``, Thames and Hudson: 1996.

MS336 -MANAGEMENT OF SOFTWARE PROJECTS

Credit 3:0:0

Marks: 40 + 60

Introduction - Definition - Total effort devoted to software - Project size categories; Quality and Productivity Factors - Managerial issues.

Planning a Software Project:- Defining the Problem - Developing solution strategy - Planning Development Process - Various Models - Planning Activities.

SOFTWARE Cost Estimation - Cost factors - Cost estimation Techniques.

SOFTWARE Requirements Definition - Formal specification Techniques.

SOFTWARE Design - Fundamental Design Concepts - Models and Modularization criteria - Design Notations - Design Techniques.

Implementations Issues - Structured Coding Techniques - Coding style - standards and guidelines.

MODERN Programming Language features - Type checking - user defined Data types - Data Abstraction - Exception Handling.

Verification & Validation Techniques - Software Maintenance.

Text Book

1. Software Engineering Concepts - Richar Fairley, Mcgraw Hill.

Reference Book

1. Journals and Magazines in the area of Software Project Management.

MS337 - RDBMS (ORACLE)

Credit 3:0:0

Marks: 40 + 60

Database Management System and RDBMS - Normalisation - Oracle terminology - Database Connection - Creating tables - The Basics of SQL : SQL grammer.

Data manipulation - Data types - Insertions, updation and deletion operation - SELECT command - where clause modifying structure - views - Sequences, SQL & Plus commands.

Manipulating strings - Dealing with Dates - Handling Numbers - Defining Table and Column constraints - Table Indexes.

Sophisticated queries - Builtin group functions - The join operation, views, sequences and synonyms.

Transactions - The Basics of PL/SQL creating and using stored procedures, Functions - Retrieving Data with cursors. Enforcing Business Rules with Database Triggers.

Text Books

1. Developing Personal Oracle For Windows 95 Applications - David Loctman.
2. Ivan Bayross - Commercial Applications Development Using Oracle Developer 2000.
3. Developer 2000.

Reference Books

1. Ivan Bayaross - Oracle-7 The Complete Reference.

MS338 - INTELLIGENT SYSTEMS IN MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Motivation: Qualitative Aspects of Managerial Decision-Making: Examples: Issues in Design of Intelligent Systems. Exact and Heuristic Approaches for Satisfying Solutions: Planning. Knowledge Representation Paradigms, Representation of Uncertainty, Non-Monatomic Problems, Cooperative Aspects. Learning and Adaptive Systems. Applications in Technology and Business Management.

Text Books

1. Charniak, Introduction to Artificial Intelligence, Addison Wesley, 1985.
2. R.Quinlan(Ed.) Applications of Artificial Intelligence, Australian National Conference on Artificial Intelligence, 1989.

Reference Books

1. Pearl, Probabilistic Methods in Intelligent Systems, 1988.
2. R. Malacic(Eds.), Intelligent Manufacturing Systems: I and II, Elsevier, 1988.

MS339 - COMPUTER NETWORKS

Credit 3:0:0

Marks: 40 + 60

Network Hardware – LAN, WAN, MAN Wireless networks.

Network Software – Protocol Hierarchies – Design issues for layers – interface and services; Connection and Connection less services.

Reference Models – OSI & TCP / IP

Network Standardization - who is who in Telecommunication world - who's who in International standards world; who's in Internet standards world.

Transmission Media – magnetic media – Twisted Pair – Coaxial cable – Fiber optics.

Wireless Transmission – The Telephone System – ISDN & ATM, Cellular Radio – Communication Satellites.

Data Link Layer – error control – Flow control Examples Data Link protocols.

The Medium Access Sub layer – The Channel allocation problem – Multiple Access Protocols – Bridger and Satellite Networks.

The Network Layer – Design Issues – Routing Algorithms – The Network layer in the Internet.

The Transport Layer – Elements of transport protocols – The internet transport protocols – performance issues.

The Application Layer – Network security – Domain name system – SWAP – Electronic mail.

The World Wide Web: Multimedia.

Text Book

1. Computer Network – Andrew S. Tanenbaum.

MS340 – MAINTENANCE MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Objective:

1. To understand the concepts of maintenance management
2. To guide the students in developing a suitable maintenance system for any type of organisation

1. Introduction-Maintenance Management

Maintenance: Its role and scope in total organisational contexts, role of maintenance. Centralized and decentralized maintenance organisation structures. Design of Maintenance organisation in multitechelone repair inventory systems.

2. Maintenance Planning & System

Maintenance system – Design and its selection

- Break down maintenance
- Routine maintenance
- Predictive maintenance
- Preventive maintenance
- Corrective maintenance
- Total Productive maintenance
- Design out maintenance

- Contract maintenance

3. Spare Parts Management

Pareto's principles for repetitive breakdown analysis, spares management, planning considerations for each type of activities.

4. Work Measurement In Maintenance

Maintenance work measurement, time standards and incentive schemes.

5. Maintenance Manpower Cost, Performance Management

Maintenance man power planning, selection training. Scheduling maintenance costs, budget preparation and budgetary control of maintenance expenditures Maintenance effectiveness various performance indices, their evaluation, uses and limitations, monitoring of maintenance performance.

- Replacement Technique – Application of Computer in maintenance

Text Books

1. Gopalakrishnan P. and Sundarajan 1996. Maintenance Management. New Delhi : Prentice-Hall of India.
2. JD Patlon(Jr), 1980, ``Maintainability and Maintenance``. Management Instrument Society of America.

Reference Book

1. Higgirs L.T and Morrow L.C.,1997, ``Maintenance Engineering Handbook``, McGraw Hill.

MS341 - TECHNOLOGY MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Objectives: To make the participants more aware on technological change and its implications in their managerial decision making.

1. **Perspectives On Management Of Technology:** Description, scope and implications – need for technology analysis; organizational learning – knowledge management and their need for effective management of technology; Technology life cycles; Evolution of innovation and technology – Dominant design theory, Technology S-curve theory.
2. **Productivity and Technology Management:** Technology, productivity and process change; creating a productive team culture; concurrent engineering and time-based competition; Risk factors in Technology Management; product development through technology innovations – implementation of new technology.
3. **Tools And Legal Issues For Technology Manager:** Role of patents, copy rights, trade marks and licenses in technology management – Intellectual property rights in the Electronic Age; Decision support systems in R & D – marketing of technical

products-Rules and Regulations in relation to Transfer of Technology and Settlement of disputes.

4. **Business Strategy And Technology Management:** Design and implementation of technology strategy: Business plan in the competitive environment; some basic bench marketing techniques; Issues relating to transfer of technology; Impact of insourcing and outsourcing issues; core competence and critical success factors.
5. **Core Relationships For Technology Manager:** Recruitment of high technology works – issues in preparing technology managers for global operations; Need for inter disciplinary endeavor and improved functional relationships – factors influencing effective integration in technical organization; Barriers in implementing of structure for managing technology. HR aspects in total quality work culture.

Text Books

1. Parag Diwan, 1997. Productivity and Technology Management. New Delhi: Deep and Deep Publications.
2. Richard C Dorf, 1999, The Technology Management. U.S.A. CRC Press.

Reference Books

1. Gaynor, Gerald H, 1994. Handbook of Technology Management, New York: McGraw Hill.
2. Betz, Frederic. 1996. Strategic Technology Management. New Delhi: McGraw Hill.

MS342 - INTEGRATED MATERIAL MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

1. Introduction and Basic Concepts

Concept and significance of Integrated Materials Management Materials codification and computerization.

2. Materials Planning and Control

Inventory Planning and control

Models – Theory and Practice ABC, VED, and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S, System.

Materials Requirement Planning (MRP)

Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

3. Purchasing

Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis.

Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance
Purchasing Capital Goods, Seasonal Goods, Imported Goods

Deferred Payment Schemes – Lending Institutions – Leasing Trends.

Governmental buying – D.G.S. & D – Evaluation of Purchase performance

4. Ware Housing and Stores

Location and Layout of Warehouses and stores – Different typical models.

Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting.

5. Miscellaneous Topics

Practical problems in Management of Dead stocks, Surplus stocks and scraps – Evaluation of Stores Performance

Materials Handling and Transportation Management

6. Case Studies

Text Books

1. Gopalakrishnan P. Purchasing And Materials Management New Delhi: Tata Mcgraw Hill Publishing Co. Ltd.,
2. Patel M.D, Cheenawalla A and Patel D.R Integrated Materials Management: Concepts and Cases. New Delhi: Himalaya Publishing House.

Reference Books

1. Data A.K, Integrated Materials Management: A Functional Approach. New Delhi : Prentice Hall of India Ltd.,
2. Sandilys M.S and Gopalakrishnan P. Inventory Management – Text and Cases. MacMillan India Ltd.,

MS343 - TOTAL QUALITY MANAGEMENT

Credit 3:0:0

Marks: 40 + 60

Unit I

Quality – Definitions – Basic concepts – Quality function – Managing for quality – Quality planning – Organization for quality – Developing a quality culture – Control of quality and quality improvement – ISO 9000 series - Latest Standards – Concepts only.

Unit II

Designing for quality – Quality measurement in manufacturing – Statistical process control – Control chart for variables – X and R Chart – Control chart for attributes – P and C charts.

Unit III

Inspection for Quality – Inspection planning – Accuracy – Errors of measurement – Concept of sampling plans – Producer Risk – Consumer Risk – The operating characteristics curves.

Unit IV

Reliability and life testing – Hazard models – Constant Hazard - Linearly increasing Hazard – Weibull model – MTTF System reliability – Series and parallel.

Unit V

Quality Information Systems –Scope – Reports on quality.

Quality Assurance: Definitions – concept – quality auditing – Audit Reporting – Quality survey.

Text Books

1. J.M Juran and Frank M.Gryna – Quality Planning and Analysis – Tata McGraw Hill, New Delhi.
2. S.K Singh, ISO 9000 and Total Quality Management, Common Wealth Publishers, Manjpur, Delhi – 53

Reference Book

1. R.C. Gupta, Statistical Quality Control, Khanna Publishers, New Delhi.

MS344 - INTERNATIONAL FINANCIAL MANAGEMENT

Credit 3:0:0

Marks 40 + 60

Unit I

Foreign exchange market - cash and spot exchange markets - Forward, Futures and option market. Interest rate Parity theory - expectation theory - law of one price - capital market equilibrium - International monetary system.

Unit II

Exchange rate determination - Factors governing Exchange rate Behaviour.

Unit III

Foreign Exchange Risk - Types of Exposure - Management of exposure - Currency Market Hedges - Insuring Currency Risks.

Unit IV

International Investment decisions - Cost of capital of Foreign investment - International Working Capital Management. Short term Financial markets - Eurodollars - Eurocurrencies - Cash management and market efficiency, Long term Financial markets. Portfolio Investment - Financing of international operations. Interaction of Investments and Financing decisions.

Unit V

International Investing - Multinational diversification – GDR - American Depository receipts - Global Investment companies - International Investment strategies - Forming International Portfolios. Future of International Financial Systems.

Text Books

1. International Finance : The Markets And Financial Management Of Multinational Business, , Mcgraw Hill Inc, New-York (1990)
2. Financial Management And Policy, James C Van Horne, Prentice Hall Of India Pvt. Ltd, New Delhi (1994)
3. Principles Of Corporate Finance, Richard A Brealey, Stewart C Myers, Mcgraw Hill Book Company, Newyork (1988)

Reference Books

1. Management Of Investments, Jack Clark Francis, Mcgraw Hill Inc (1993)
2. Modern Investments & Security Analysis, Russell I Fuller & Fuller & James L Farrell Jr. Mcgraw Hill Inc. (1981)
3. Apte P.G, 1995, International Financial Management, Tata McGraw Hill, New Delhi.

MS345 - MANAGEMENT OF INTERNATIONAL BUSINESS

Credit 3:0:0

Marks 40 + 60

The International Business Imperative: The Theory of International Trade and Investment; The Cultural Challenge; Economies in Transition, Economic Integration; National Trade and Investment Policies; International Business Entry; Multinational Corporations. Cross Cultural Management. Strategies for Globalization. The Global Strategic Frameworks, Management of International Business. Global Strategic Planning, Organising, Production Strategy, Marketing Strategy, HRM Strategy, International Logistic, International Financial Management, Organisation and Control in International Operations; Global Technology Transfer And Technology Flows. Prospects and Problems for Globalization of Indian Firms.

Texts/References

1. F. Betz, Managing Technology: Competing Through new ventures, innovation & Corporate Research, PHI, 1987.
2. K.S.V. Menon, Technology Transfer: Concept, modalities & case studies, Goldline, Delhi, 1991.
3. F.R. Bradbury, Technology Transfer Practices of International firms, Sijthoff, Netherlands, 1978.
4. T.m. Chaturvedi, Transfer of technology among Developing countries, Geetanjali publishing house, New Delhi, 1982.

MS346 - ADVANCED INTERNATIONAL MARKETING

Credits 3:0:0

Marks 40 + 60

Objective: To enable the students to learn and apply concepts and theories relating to International Marketing Management.

1. Global marketing – An Overview – Export Marketing – International Marketing – Multinational Marketing – Multi-regional Marketing – Global Marketing.
2. Cultural and social Forces – Cultural analysis for international marketing
3. Analysing Global Opportunities – Screening International Market Opportunities – techniques of taking international market selection decision.
4. International Buyers – assessment of credit worthiness
5. Developing global marketing strategies – product / market strategies – competitive strategies for global marketing
6. Global market entry strategies and strategic alliances
7. International global product strategies – product design – branding decisions – marketing of services – new product development strategies
8. Pricing for Global Markets
9. International global promotion strategies
10. New techniques for international marketing – Barter and counter trade
11. Managing Risks in international business – export credit insurance, marine insurance, forward exchange cover, investment insurance
12. Sourcing decision and value chain
13. Leading, organising and controlling and global marketing effort
14. Impact of WTO on global business
15. Cases / exercises

Text Books

1. Keegan W.J, 1995. Global Marketing. New Delhi : Prentice Hall of India.
2. Buzzel R.D et al. 1995. Global Marketing Management : Cases and Readings. New York : Addison – Wesley Publishing Co.
3. Bhattacharya B. 1996. Going International. New Delhi: Wheeler Publishing Co.

Reference Books

1. Shivaramu S. 1995. International Business: Governing Structure, Madras : Wheeler Publishing Co.
2. Onk Visit and Shaw J 1993. International Marketing. Prentice-Hall of India.
3. Varshney and Bhattacharya. 1997. International Marketing Management

MS347 - INTERNATIONAL MARKETING RESEARCH

Credits 3:0:0

Marks 40 + 60

Course Objective

The aim of the course is to provide comprehensive coverage of various issues involved in International Marketing Research of both a Qualitative and Quantitative Character.

Unit - I

Marketing Research in Global Environment – Complexity of International Marketing – Importance of Research for International Marketing Decisions – Issues in International Marketing Research .

Unit – II

Designing International Marketing Research – International Marketing Research Process – Issues in Administering International Marketing Research.

Unit – III

Issues in Collecting Data – Secondary Data Sources, Uses – Primary Data – Survey Research – Instrument Design – Sampling and Data Collection Procedures.

Unit – IV

Multi-Country Scale Development – Types of Measures of Scale Development – Reliability Issues – Developing Cross Cultural Scales.

Unit – V

Analysis of Multi-Country Data – Assessing Differences in the level of Variables Between Countries – Correlation Analysis – Fact Analysis – Cluster Analysis – Multidimensional Scaling – Challenges facing International Marketing Research.

Text Books

1. Beri G.C. 1993. Marketing Research. New Delhi : Tata McGraw Hill.
2. Chisnall P.M. 1983. The Essence of Marketing Research. New Delhi : Prentice Hall of India
3. Boyd H.W, Jr. Westfall R. And Stasch S.F. 1998. Marketing Research : Text and Cases. Delhi : All India Traveler Book seller.

Reference Books

1. Tull D.S and Hawkins Del I, 1993. Marketing Research : Measurement and Method. New Delhi : Prentice Hall of India
2. Kinneer T C and Taylor Jr. 1996. Marketing Research : An Applied Approach
3. Worcester R.M and Down J. 1986. Consumer Market Research Hand Book. Amsterdam : Elsevier Science Publishers B.V.
4. Samuel C. Craig and Susan P. Douglas. 2000 "International Marketing Research". John Wiley and Sons, New York.

**DEPARTMENT
OF
MANAGEMENT SCIENCES**

ADDITIONAL SUBJECTS

Code No	Name of the Subject	Credits
MS348	Computer Applications in Management	0:0:2
MS349	Production and Operations Management	3:1:0
MS350	Applied Operations Research	3:1:0
MS351	Marketing Research	2:0:1
MS352	Consumer Decision Behaviour	3:0:0
MS353	Services Marketing Strategies	3:0:0
MS354	Product and Brand Management	3:0:0
MS355	Data Analysis for Marketing Decisions	0:0:2
MS356	Management of Financial Services	3:0:0
MS357	Security Analysis and Portfolio Management	3:0:0
MS358	Strategic Cost Management	3:0:0
MS359	Insurance Management	3:0:0
MS360	Logistics Management	3:0:0
MS361	Export – Import Policies and Procedure	3:0:0
MS362	Export – Import Finance	3:0:0
MS363	Strategic Human Resource Management	3:0:0
MS364	Creativity and Decision Making	3:0:0
MS365	Designing Human Resource System	3:0:0
MS366	Data Analysis in Human Resource Management	0:0:2
MS367	Organisational Designs for Excellence	3:0:0
MS368	E-Business	3:0:0
MS369	Customer Relations Management	3:0:0
MS370	Enterprise Resource Planning	3:0:0
MS371	IT Enabled Supply Chain Management	3:0:0

MS348 COMPUTER APPLICATIONS IN MANAGEMENT

Credit 0:0:2

1. Computer, its components and functioning.
2. Windows 2000: Use of basic features.
3. MS-OFFICE; Use of Word, Access, Excel & Power Point.
4. Basic knowledge in working of SPSS – Analysis of Correlation and Regression
5. Exposure to Financial Packages - CMIE

Text Books

1. Rajaraman,V. ``Fundamentals of Computers``. Prentice-Hall of India New Delhi
2. Jain Sathish. Computers Fundamentals of `O` Level Examinations (Module BPB Publications, New Delhi.

Reference Book

1. Orilla Lawrence, S. Computers and Information: An Introduction. Mc Graw Hill, New Delhi.

MS349 PRODUCTION AND OPERATIONS MANAGEMENT**Credits 3:1:0****Marks 40 + 60**

- I. Historical evolution of production and Operations Management - Types of production systems - Product design - Capacity planning - Process planning.
- II. Plant location - Plant layout – Material handling types - Production planning and control - Basic Ten function of PPC
- III. Materials Management - functions - Materials requirement Planning - Inventory control system - Store management - objectives & functions - Purchase functions and procedures - JIT
- IV. LOB Techniques, Maintenance management, Value analysis, Business Process Re-engineering – Nature, Principle and process.
- V. Quality Concepts: TQM, Six Sigma, Zero defect concepts - Quality control: Purpose of Inspection and quality control - Control charts and acceptance sampling by variable and attributes. Sample plan OC curve, AQL, AOQL, LTPD - Work-study - method study and time study procedure - standard time and work sampling.
- VI. Case studies.

Text Books

1. Joseph C.Monks, Operations Management -
2. E.S.Buffa Modern Production And Operations Management
3. K.Aswathappa & K.Sridhara Bhat, “Production and Operations
4. Management”, Himalaya Publisng House – First edition 1999.

Reference Books

1. Stevenson, Production Management
2. N.G.Nair Production & Operations Management

MS350 APPLIED OPERATIONS RESEARCH

Credits 3:1:0

Marks 40 + 60

Unit – I : Linear Programming

Introduction – Mathematical formulation of a problem – Graphical solutions – General LPP – Artificial Variable Technique – Two Phases Simplex Method.

Duality – Dual & Simple Method – Dual Simplex Method – Method application to management decisions.

Unit – II : Transportation & Assignment:

Introduction – Initial basic feasible solution – NWC method – Lease Cost Method – Vogel's Method – MODI – moving towards optimality without Degeneracy – Assignment Algorithm – Hungarian Method & problems.

Game Theory: Games and Strategies – Two – Person Zero Sum game – Maxmin – Min Max Principle – Dominance and graphical method – Simple problems.

Unit – III : Sequencing and Replacement Model

Sequencing problem – processing of n jobs through 2 machines, 3 machines, machines – Graphical method

Replacement of items that deteriorate gradually with time – without time that fails completely – Individual & group replacement.

Unit – IV

Queuing theory: M | M | 1 : ∞ | FIFO Model

Decision theory: Frame work, pay off tables – decision criteria – LORS tables – Regret - Decision trees.

Unit – V : Network Models

Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT – problems Crashing network – problems.

MS351 MARKETING RESEARCH

Credit 2 : 0 : 1

Marks 40 + 60

UNIT I : Introduction To Marketing Research

Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design.

Techniques Of Market Research

Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analysing Panel data – Types of Panels – Omnibus surveys – Benefits and limitations of each of these techniques.

Readings:

1. Is user panel research the best way of assessing ease of use?
2. Building a Successful Panel
3. Marketing Research Education: Perspectives from practitioners

UNIT II : Research For New Product Development

New product developments – Why new products? – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis – Product test: Objectives, Types of product tests: Usage tests, Comparison Product test, Blind Usage test, Branded testing, Simulated Purchases Testing – Research methods in Product Tests: Income – placement and Central Location Product Testing - Test marketing: procedures and issues in conducting test marketing – Research issues in marketing segmentation.

Readings:

1. Choosing simulated Test Marketing systems.
2. Financial ABCs of Test Marketing
3. New Product Development: Proactive or Reactive?

Pricing And Distribution Research

Pricing new products – Impact of 'Ruling – Price' structure – Concepts and product tests incorporating price – Profit-oriented and share-oriented pricing – Gabor and Granger's 'Propensity – to-purchase' approach to find the optimum price – Price sensitivity measurement model.

Distribution Research – Warehouse and retail location research – Number and location of sales representatives.

Readings

1. New Pricing Realities;
2. Obtaining MSI Support: The Case of Pricing research competition;
3. Pricing Research for Decision Making.
4. Pricing Research “ Pre-Test-Market Alternatives;

UNIT III : Packaging And Promotion Research

PROMOTION RESEARCH: Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional impact – Advertising Research – Copy testing.

Readings:

1. Exciting Break things in sales promotion Research
2. Missing Measures of copy Testing
3. Copy Testing: Passion and Research

Ethical Issues in Marketing Research.

Readings:

1. Traditional Ethical Issues Facing Marketing Researchers;
2. Judgments of Marketing Professionals about Ethical Issues in Marketing Research: A Replication and Extension
3. Ethics – Every day choices in Marketing Research

UNIT – IV

Market Segmentation – General procedure for segmenting Market – Requirements for effective Segmentation – Two types of basis variables – Types of measuring scale – Benefit segmentation paradox.

Consumer Markets – Consumer based / Product – service based basis variables – B 2 B Markets.

(Computer Lab Sessions)

Market Segmentation using Hierarchal clustering ⇨ Hierarchal Clustering Methods – Similarity Measures – Building Clusters – Linkage Rules – How many clusters – using Hierarchal clustering to segment Business Markets – Using factor analysis to segment markets.

Segmentation using Interaction Detection – AID, CHAID and CART (through guest lectures) – Evaluation of each of the methods.

UNIT – V

Positioning Concepts and Techniques – Requirements for Effective Positioning – Simple Positioning Research – Positioning Based on Laddering Methodology – Hierarchical value Map – Developing a positioning strategy – MECCAS Model.

(Computer lab sessions)

Perceptual Positioning Maps – Techniques used – Multi Dimensional Scaling – Correspondence Analysis – Structural Equation Modeling – Confirmatory Factor Analysis.

Text Books

1. Beri G.C. 1993. Marketing Research. New Delhi : Tata McGraw Hill.
2. Chisnall P.M. 1983. The Essence of Marketing Research. New Delhi : Prentice Hall of India
3. Boyd H.W, Jr. Westfall R. And Stasch S.F. 1998. Marketing Research : Text and Cases. Delhi : All India Traveler Book seller.

Reference Books

1. Tull D.S and Hawkins Del I, 1993. Marketing Research : Measurement and Method. New Delhi : Prentice Hall of India
2. Kinneer T C and Taylor Jr. 1996. Marketing Research : An Applied Approach
3. Worcester R.M and Down J. 1986. Consumer Market Research Hand Book. Amsterdam : Elsevier Science Publishers B.V.

Recommended Readings:

1. Gutman, J. 1982. A Mean-end Model Based on Consumer Categorization Processes. Journal of Marketing 46 () 60–72.
2. Kotler, Philip. 1980. Strategic Planning and the Marketing Process. Business. May / June, 2.
3. Reynolds, T. J and Gutman. 1988. Laddering Theory, Method, Analysis and Interpretation. Journal of Advertising Research. 28(1). 11 – 31.
4. Smith, Wendell. 1956. Product Differentiation and Market Segmentation as Alternative Marketing Strategies. Journal of Marketing. 21 (July). 3 – 8.
5. Wind, Yoram. 1978. Issues and Advances in Segmentation Research. Journal of Marketing Research. 1974. 38 (January) pp.33 – 37.
6. Richards, Elizabeth A. and Steven S. Sturman.1977. Lifestyle Segmentation and Applied Marketing. Journal of Marketing . 41 (October) 89 – 91.
7. Shapiro, B. P. and Thomas V. Bonoma. 1948. How to Segment Industrial Markets. Harvard Business Review May / June. 104. 110.
8. Green, Paul E.. and Abba M. Kreiger. 1995. Alternative Approach to Cluster Based Market Segmentation. Journal of the market Research Society. 37(3). 221. – 39.
9. 221. – 39.
10. Punj, Girish and David W. Stewart. 1983. Cluster Analysis in Marketing Research: Review and Suggestion for Application. Journal of Marketing Research. 20 (May) 134 – 49.
11. Stewart, David W. 1981. The Applications and Misapplication of Factor Analysis in marketing Research. Journal of Market Research Society 18 / (Feb). 51 – 62.
12. Green, Paul E. 1978. An AID / procedure for Analysing Large Multiway Contingency Tables. Journal of Market Research Society. 15 (February) 132 – 26;
13. 132 – 26;
14. Kass, G. 1980. An Exploratory Techniques for Investigating Large Quantities of Categorical Data. Applied Statistics. 29. pp.119 – 27.
15. Magidson, Jay. 1994. TWCHAID Approach to Segmentation Modeling: Chi-square Automatic Interaction Detector. In Advanced Marketing Research. Richard Bagozz; (ed.) Cambridge, MA : Blawell publishing.
16. Thrasher, Rosana P. – 1991. CART: A Recent Advance in Tree-Structured List Segmentation Methodology. Journal of Direct Marketing. 5 (1) 35 – 47.
17. Hoogley, G. J. 1979. Perceptual Mapping for Product Positioning. A Comparison of Two Approaches. European Research. (January) pp. 1988.
18. Johnson, Richard. M. 1971. Market Segmentation: A Strategic Management Tool. Journal of Market Research Society. 8 (February) 13 – 18.
19. Reynolds, Thomas J., Cockie, B. and Rodron, J. 1990. The Strategic Imperatives of advertising: Implications of Means–End Theory and Research Findings. Canadian Journal of Marketing Research (9) 3 – 13.
20. Reynolds, Thomas J. and -, J.P. 1991. Means – End Based Advertising Search: Copy Testing Is Not Strategy Assessment. Journal of Business Research. 22 (2) . 131 – 142.
21. Myers, James H. 1976. Benefit Structure Analysis: A New Tool for Product Planning. Journal of Marketing. 40 (October) pp. 23 – 32.

22. Perer J. Paul, Gilbert A. Churchill, Jr., and Tom J. Brown. 1993. Caution in the Use of Difference Scores in Consumer Research. Journal of Consumer Research. 19 (March). Pp 655 – 662.
23. Myers, James. H. Segmentation and Positioning for Strategic Marketing Decisions. 1986. Chicap : American Marketing Association.
24. Ries, Al and Jack Trout. 1972. The Positioning Era. Advertising Age (April) 24. pp.35ff.
25. Ries, Al and Jack Trout. 1986. Positioning: The Battle for Your Mind. New York : McGraw-Hill, Inc.

MS352 CONSUMER DECISION BEHAVIOUR

Credits 3:0:0

Marks 40 + 60

Unit – I

Consumer Behavior – Importance – Evaluation – Underling Principles – Methods of studying Consumer Behaviour – Consumer – driven Marketing Strategy.

Unit – II

Consumer Decision Process (CDP_ Model – Stages – Factors influencing CDP

Pre-purchase Process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search – Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator – Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies – Measuring Evaluative criteria.

Unit – III

Purchase - Outcome of decision to purchase (fully planned, partially planned, unplanned purchases) – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Purchasing in the E – Commerce reevaluation. Consumer Resources in the Purchase (time and cognitive) - Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing.

Post purchase process – Consumption Behaviors and consumption experience (where, when, how, how much) - Post Consumption evaluations – Satisfaction and dissatisfaction – Complaint Behaviour – Post purchase Indifference – Difference reduction and Marketing implications – Product disposition.

Unit – IV

Opinion leadership – Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples’ Sex Role orientation and its impact of family decisions – Diffusion of innovations

Unit – V

Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Multiattribute Attitude Model – Ideal Point Multiattribute ideal – types of Needs – Impact of Culture and Subculture – Social Class

Text Books

1. Solomon, Michel R. 1999. Consumer Behaviour. Prentice Hall International, Inc.
2. Loudon, David L.' and Della Bitta, Albert J. 1993. Consumer Behaviour. Tata McGraw-Hill.
3. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. 2001. Consumer Behaviour. Thomson South – western. Singapore.
4. Zaltman, Gerald and Wallendorf, Melanie. 1983. Consumer Behaviour. John Wiley & Sons. New York.
5. Kardes, Frasnk R. 2002. Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.
6. Bernard Jaworski, Ajay K. Kohli, and Arvind Sahay. 2000. Market – Driven Vs. Driving Markets. Journal of the Academy of Marketing Sciences. 28 (1). Winter. Pp. 45 – 54.
7. Jagadish N. Sketh, Rajendra S. Sisodia, Arun Sharma. 2000. The –and Consequences of Consumer – Cetric Marketing. Journal of the Academy of Marketing Science. 28 (1). Winter. Pp. 55 – 66;
8. Dennis W. Rook and Stephen J. Moch. 1985. Consuming Impulses. In Elizabeth C. Mirchman and Morris B. Holbrook. Advances in Consumer Behaviour. 12. Provo: Utah, Association for Consumer Research.
9. Doyce, Peter and Fenwick, Ian. 1974. How Store Image Attracts Shopping Habits in Grocery Chains. Journal or Retailing. (50) pp. 39 – 52.
10. Yalch, Richard and Spangenberg, Eric. 1990. Effects of Store Music on Shopping Behaviour. Journal of Consumer Marketing. Spring (7). Pp. 55 – 63;
11. John A. Quelch and Kristina Cannon – Bonventre. 1983. Better Marketing at the Point of purchase. Harward Business Review. (61) Nov / December. pp. 162 – 169.
12. Russell W. Belk, Meahnje Wallendors, and John F. Sherj, Jr. 1989. The Sacred and Profane in Consumer Behaviour. Theodicity on Odyssey. Journal of Consumer Research. 16. pp. 1 – 38.
13. Frederick F. Reichheld. 1996. Learning from Customer Detection. Harward Business Review. March / April. Pp. 56 – 69.
14. Jones, Thomas O. and W. Earl Sarse, Jr. 1995. Why Satisfied Customers Defect. Harward Business Review. Nov / Dec. pp. 88 – 99.
15. Richard L. Oliver and Roland T. Rustand Sajeer Varki. 1997. Consumer Delight: Foundations, Findings and Managerial Insight. Journal of Retailing. 73 (Feb) pp.311 – 336.
16. Jay D. Lindquist. 1975. Pierre Martineau. 1958. The Personality of the Retail Store. Harward Business Review. 36 (January / February) .pp. 47.
17. Robert A. Margen and Terry Deutscher. 1978. An Empirical Investigation of Attribute Importance in Retail Store Selection – Journal of Retailing. 533. (Winter 1977 / 78) pp. 59 – 72.
18. Ernest Dichter. 1985. What's in an Image? Journal of Consumer Marketing. (2). Winter. Pp. 75 – 81.
19. Pierre Martenau. 1958. The Personality of the Retail Store. Harward Business Review. 36. (January / February). pp.47

20. Weale Douyle and Ian Fenwick. 1975. How Store Image Affects Shopping Habits in Grocery Chains, Journal of Retailing. 50. (Winter) pp. 39 – 52.
21. Peter Odyle and Ian Fenwick. 1975. How Store Image Affects Shopping Habits in Grocery Chains. Journal of Retailing. 50. (Winter) pp. 39 – 52.
22. Roland T. Rust and Richard L. Oliver. 2000. Should we Delight the Customer? Journal of the Academy of Marketing Science. 28 (1) winter. pp. 86 – 94.
23. James E. Stafford. 1966. Effects of Group Influences on Consumer Brand Preferences. Journal of Marketing Research. 3 (February). pp. 68 – 75.
24. William O. Bearden and Michael J. Ex -. 1982, Reference Group Influence on Product and Brand Purchase Decisions. Journal of Consumer Research. 9 (2). Pp. 183 – 94.
25. Wiliam O. Bearden, Richard G. Netemeyer and Jesse E. Teel. 1989. Measurement of Consumer Susceptibility to Interpersonal Influence. Journal of Consumer Research. 9 (3). pp. 183 – 94.
26. Sandra L. Beon. 1975. Sex Role Adaptability: One Consequence of Psychological Androgyny. Journal of Personality and Social Psychology. 31. pp. 634 – 43.
27. Barbara B. Stern and Stephen J. Gould . 1988. The consumer as Financial Opinion Leader. Journal of Retail Banking. 10 (summer). Pp.43 – 52.
28. Jerry L. Childers. 1986. Assessment of te Psychometric Properties of an Opinion Leadership Scale. Journal of Marketing Research (23). May. Pp.184 – 88.
29. Peter H. Reingen and Jerome B. Kernan. 1986. Analysis of Referral Networks in Marketing: Methods and Illustrations. Journal of Marketing Research. 23 (November) pp. 370 – 378.
30. Harry L. Davis. 1972. Decision Making within the Household. Journal of Consumer Research (2) March. Pp 241 – 60.
31. Conway Lackman and John M. Lanasa. 1993. Family Decision Making Theory: An overview and Assessment. Psychology & Marketing. 10 (March / April). Pp. 81 – 94.
32. Chankon Kim and Hanjoon Lee. 1996. A Tatonery of Couples Based on Influence Strategies: The Case of Home Purchase. Journal of Business Research. 36 (June) Vol.2. pp. 157 – 68.

MS353 SERVICES MARKETING STRATEGIES

Credits 3:0:0

Marks 40 + 60

UNIT I : Understanding Services

Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing – Differences between Goods and Services – 7 Ps of Services.

UNIT II: Framework For Analysing Services

Classification schemes in Services Marketing – Lovelock’s Classification of Services - Systems in Services Marketing – ServiceScape – Service Encounters – Relationship marketing framework.

UNIT III : Services Development and Positioning

Service Design – New Service Development Stages – Service Blue Printing

Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps

UNIT IV : Analysing the Service Performance

Service Quality – Service satisfaction – Service performance - Parasuraman et al.'s SERVQUAL dimensions – Review of Scale Development for SERVQUAL, Service Satisfaction, Service Performance – Service Quality Gap Analysis.

UNIT V: Managing Service Delivery

Employee's roles in Service Delivery – Customer's role in service delivery – Service Delivery through Intermediaries and Electronic Channels - Exercises and case in Indian Context.

Text Books

1. Zeithaml V and Bitner M.J, 1996. Services Marketing. McGraw Hill.
2. Lovelock C.H. 1996. Services Marketing. New Jersey. Prentice Hall International
3. S.M.Jha, Service Marketing, Himalaya Publishing House – Revised edition 2000

Additional Readings:

1. Woodruffe H. 1997. Services Marketing. New Delhi : MacMillan India Ltd.,
2. Payal A. 1998. The Essence of Services marketing. New Delhi. Prentice Hall of India
3. Donnelly J.H. Jr. And George W.R. 1981. Marketing of Services. Chicago : American Marketing Association.
4. Articles on Services Marketing from Peer Reviewed journals to be provided by subject faculty at the beginning of the semester.

MS354 PRODUCT AND BRAND MANAGEMENT

Credits 3:0:0

Marks 40 + 60

UNIT I

Product :Basic Concepts, Marketing environment for product and brand management - New Products - Planning and Development: Creativity, Designing and pricing the offer, Concept and product testing, Test marketing for products.

UNIT II

Branding Decisions: Brand image, Brand identity, Brand Personality, Brand Positioning Brand Repositioning and leveraging the brands, Brand relationship, Brand hierarchy.

UNIT III

Brand Management and Packaging: Brand equity, Brand building – brand building consumer durables, services, corporates - Product and Brand failure, Packaging, Reality environment for brands.

UNIT IV

Designing Branding Strategy – Brand Extension strategies – Cobranding strategies – Brand Reestablishing – Role of Brand Managers - Brand Association – Global Branding.

UNIT - V

Product Market Analysis - Exercise - for selected products in consumer goods and industrial goods categories.

Text Books

1. Product Management - S.A.Chunawalla - Himalaya Publishing, Mumbai.
2. Product Management in India - R.Majumdar - Prentice Hall, New Delhi.

Reference Books

1. Arnold, David, 1992. The Hand Book of Brand Management, Century Business: London.

MS355 DATA ANALYSIS FOR MARKETING DECISIONS

Credits 0:0:2

Marks 25+25

Unit – I

Essential data analytical Tools in Marketing Decisions – Some background statistical concepts – Concepts of Parametric and Non-parametric Tests – Scale of Measurement – Classification of Data Analysis: Univariate, Bivariate and Multivariate – Overview of SPSS functions.

Unit – II

Major Parametric Techniques: T – test, Z – test, Correlation, one-way ANOVA, Two-way ANOVA with interaction, Measuring the Effect size, Post HOC Multiple Comparison Tests, Correlation, Multiple Correlation, Partial Correlation, Part Correlation, Bivariate Regression, ANCOVA.

Unit – III

Major Nonparametric Techniques – Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogorov – Smirnov Test, Fisher Exact Test, Wald- Wolfowitz Test, Moses Test, Median Test, Chi-Square Analysis, Spearman’s Ratio, Kendall’s Rank Correlation, Contingency Coefficient Test, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Walsh Test, Kruskal – Wallis one way ANOVA ; Terpstra–Jonckhere Test, Friedman Two-way ANOVA, Cochran’s Q Test, Pages Test for ordered Alternatives.

Unit – IV

Multivariate Techniques – MANOVA – Multiple Regression – Factor Analysis – Discriminant Analysis

Unit – V

Path Analysis – Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) through LISREL or AMOS (only basics).

Text Books

1. Hair, J. F. Jr., Anderson, R.E., Totham, R.L . and Black W.C. 1998. Multivariate Data Analysis. (Ed. 5). Prentice-Hall International Ltd., London.
2. Nargundkar, R. 2002. Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Hair, J. F. Jr., Bush, R. P., and Ortinau D.J. 2003. Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Pallant, Julie. 2001. SPSS Survival Manual. Open University Press, Buckingham.

MS356 MANAGEMENT OF FINANCIAL SERVICES

Credits 3:0:0

Marks 40 + 60

Unit – I : Scope of Financial Services

Concepts & evaluation of financial services and their effect on economic development – Legal & regulatory framework, securities Contract (Regulations) Act 1956.

Unit – II : Financial Instruments

Capital Instruments – Equity, Bond, Preference shares etc. its types – Money Market and Its instruments – Its Government Securities Market & its instrument – Foreign Exchange Market & its instrument – Mutual Funds – Exchange traded Funds.

Unit – III : Financial Intermediaries

Financial Institutions – RBI, AII, FIs & Banks – Policies & Practices of NBFC's – Brokers in Capital Market, Individual Broker & institutional Broker – Money Market intermediaries – Credit rating Agencies – CRISIL, ICRA & CARE.

Unit – IV : Merchant Banking activities

Merchant Banking – Issue Pricing; Preparation of prospectus; selection of registrars – Underwriting arrangements – bankers to the issue – Private placement.

Unit – V : Financial Services

Introduction to leasing – legal aspects – Types – Introduction to Hire Purchasing – its types – Factoring – Features, Cost of Factoring – Venture Capital – Concept & its types – Bank Loans – Credit Cards.

Text Books

1. Bhole LM, Financial Markets & Institutions, 3rd edition, Tata McGraw Hill, New Delhi, 1999.

2. Avadhani A, Marketing of Financial Services of Markets, II Edition, Himalaya Publishing House, Mumbai, 1999.
3. M. Y. Khan – Financial Services, 2nd edition, Tata McGraw Hill, New Delhi, 2001.
4. Bharati V. Pathak, ‘Indian Financial System’, 2003 Edition, Pearson Education, Singapore.

MS357 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Unit – I : Equity & Its Features

Securities – Types, Shares and their characteristics – Various forms of equity capital -, Primary Market and Its Features – Book building process

Unit – II : Stock Exchanges

Structure & Functioning: The Stock Market in India, Mechanics of Stock Exchanges namely BSE & NSE – listing of securities in stock exchange – OTCEI & its formation – SEBI

Unit – III : Valuation of Securities

Valuation of Securities – Equity valuation – CAPM Arbitrage Pricing Theory – Factor Models in return analysis – Risk & Return.

Unit – IV : Fundamental & Technical Analysis

Fundamental Analysis: Economic, industry and company analysis – Technical Analysis – ‘DOW theory’, Charts, Patterns – Technical indicators.

Unit – V : Portfolio Analysis

Portfolio Invested Process – Principles – Portfolio Planning & Implementation and Monitoring – Portfolio evaluation.

Text Books:

1. Donald E. Fisher & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, 2003.
2. V.K.Bhalla, Investment Management, 7th Edition, S. Chand & Co., New Delhi, 2000.
3. Gordon J. Alexander, William F. Sharpe & Jeffery V. Bailey, Fundamentals of Investments, Prentice Hall, India, 2003 edition.

References:

1. Preetim Singh, Investment Management, 9th edition, Himalaya Publishing House, New Delhi 2000.
2. Prasanna Chandra, Managing Investments, Tata McGraw Hill, 2002 edition.

MS358 STRATEGIC COST MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Objectives: To gain working knowledge of the role of costing data in decision making process & control

Unit – I

Cost Concepts: Cost Classification – Costing system – objectives of cost Accounting System – Cost Techniques in Managerial decisions i.e Relevant Cost, Differential cost, Incremental Cost, Opportunity cost, Sunk cost (theory & case)

Unit – II

Decision making: Important factors in Marginal Costing Decisions i.e Pricing decisions under special circumstances, Make or Buy decisions, Shut down or Continue decision, Export Vs Local Sale Decision. Expand or Contract Decisions, Product Mix Decisions. (Only Cases)

Unit – III

Decisional Areas: (Only Cases)

1. Pricing of a finished Product i.e Cost Plus Pricing, Rate of Return pricing, variable cost pricing, competitive pricing, Incremental pricing
2. Pareto Analysis
3. Own or Lease
4. Sell or further process
5. Marketing decisions

Unit – IV

Standard Costing: Types of Standards, Setting up of standards, Advantages and Criticism of Standard Costing – Control through variances. (theory & Case)

Unit – V

Transfer Pricing, Target costing, Life Style Costing, Activity Based Costing (only theory) .

Text Books

1. Advanced Cost Accounting and Cost Systems by V.K.Saxena & C.D. Vashist ; Sultan Chand & Sons Publishers.
2. Advances Cost Accounting by S.P. Jain & K. L. Narang; Kalyani Publishers
3. Cost Management by The Institute of Chartered Accountants of India.

MS 359 INSURANCE MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Unit I – Risk Management and Insurance

Business Risk Management – Insurance and Risk Management – Principles and Types of Insurance.

Unit II – Indian Insurance Industry

Structure of Insurance industry - Insurance sector reforms – Regulation of insurance business – Role of IRDA –Taxation aspects of insurance.

Unit III – Commercial Property Insurance

General Insurance in India – Fire insurance – Automobile Insurance – Marine Insurance – Rural insurance

Unit IV – Miscellaneous Insurance

Health insurance – Social Insurance – Aviation insurance – Project and Engineering insurance – Liability insurance

Unit V – Management of Insurance Companies

Organisation of insurance companies – Underwriting – Claims management - Insurance pricing – Insurance marketing – Reinsurance – Financial Management in Insurance companies – IT in insurance companies.

Text Book:

Gupta, P.K. : Insurance and Risk management, Himalaya Publishing House P. Ltd., Mumbai, 2004

References:

1. Vaghan Emmett T and Theorese Vaughan : Fundamentals of Risk and Insurance, John Wiley and Sons (Asia) Pte Ltd., Singapore, Ninth Edition, 2003
2. Manual of Insurance Laws, Bharat Law House, New Delhi, 2003
3. Harington, Scott E and Gregory R Nichans, Risk Management and Insurance, McGraw Hill International , 1999.
4. Bodla B S, et al: Insurance Fundamentals, Environment and Procedure, Dee and Deep Publications, New Delhi 2003.

MS360 LOGISTICS MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Unit – I

Marketing logistics system – concept – objectives and scope – logistics interface with marketing – Logistics system elements – Importance and relevance to export management – Managing towards logistic excellence.

Unit – II

The general structure of shipping industry – Types of ships – Operating Systems – Inner operations and tramp operations – Conference system – Chartering principles – Freight structure and practices – U.N Convention on linear code of conduct.

Unit – III

Co-ordination: role of intermediaries – Freight forwarders – freight brokers - shipping agents

Ports: Major and Minor ports in India – Issues in Indian Shipping – Port infrastructure development – Shipment of government controlled cargo – Organisation and functions of trans chart.

Unit IV

Containerization: Concept – Operation of the System-type of containers – Benefits of containerization – Inland container depots – problems and prospects – Clearance procedure at ICDs – CONCOR – Multimodal transportation – International air transport – Advantages and constrains – Aircargo tariff structure – FAIA.

Unit – V

Case studies based on the above units.

References

1. Logistics Management and World seaborne trade – Dr. Krishnaveni Muthaiah
2. Study on shipping conferences – Indian Institute of Foreign Trade
3. System approach on problems of shipping and export strategy for the 80's – Indian Institute of Foreign Trade
4. Freight tarrifs and practices of shipping Conferences – Indian Institute of Foreign Trade

MS 361 EXPORT – IMPORT POLICIES AND PROCEDURES

Credits 3:0:0

Marks 40 + 60

Unit – I

India's Trade Policy – Impact of WTO – Foreign Trade (Development & Regulation) Act 1992 – EXIM Policy.

Unit – II

Registration Requirements – IEC Number – RCMC, Sales Tax – Role of Export Promotion Councils, Commodity Boards

Unit – III

Provisions of current EXIM Policy: Schemes for Export Promotion and import facilitation – Quality assurance – Status holders – Deemed Exports.

Unit – IV

Trade Documentation: Export contracts – Salient features – Standardized pre-shipment documents – legal and commercial documents in international trade – Incoterms – Methods of payment.

Unit - V

Execution of Export order – Booking of Shipping space – Excise & customs clearance

Books

1. Dr. Kurana – Export Management
2. EXIM Policy – Govt. of India publication (latest)
3. Exporter's Manuel – Nabhi publications (latest)
4. Web site : rbi.org.in
5. Dr. Jeevanandam – Foreign Exchange and Risk Management

MS362 EXPORT – IMPORT FINANCE

Credits 3:0:0

Marks 40 + 60

Unit – I

Introduction to export – import finance – terms of international payments – Modes of international payments – Financing of export credit needs short terms source of finance – Medium and long term sources of finance – Export credit system in India.

Unit – II

Pre shipment finance – Categories of pre shipment finance – facilities of pre shipment credit – Pre shipment credit in foreign currency (PCFC) – Interest rate on pre shipment credit – Post shipment credit finance – Categories of post shipment credit in rupees – Post shipment credit in foreign currency – Refinance of pre shipment and post shipment finance. FEMA regulations for exports.

Unit – III

Long term finance – Schemes of Exim Bank – Project Export – Role of ECGC schemes.

Unit – IV

New Avenues for export finance: Export factorizing & forfeiting

Unit – V

Introduction of import finance – Opening of L / C – Import finance against foreign lines of credit. FEMA Regulations for import.

References

1. Foreign Exchange & Risk Management – Dr. Jeevanandam . Sultan Chand
2. Dr. Kurana – Export Management
3. Exporter's Manuel – Nabhi publications

MS363 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Unit – I

Strategic importance of & Challenges facing HRM – The Human resource environment: Strategic and HRM initiatives for the new millennium - Strategic Management approach to HRM. A new mandate for HRM - paradigm shift from Personnel Management to SHRM. Human resources are firm's core competencies for organizational success. Strategy formulation: Models of SHRM - Theoretical and conceptual perspectives - typology for Strategic human resource management.

Unit – II

Designing Strategic human resource systems: A review of various organization forms - Business Strategies and SHRM systems – HRM links to strategy and structure – Contextual factors. Strategic HR planning, recruitment and Selection – Aligning recruitment, selection strategies with organization strategies - On-line recruiting. Case Analysis -1

Strategic compensation systems: Skill-based, Team-based pay, Broadbanding, variable compensation, executive compensation - The best way to pay - Impact of compensation on the firm performance. Case Analysis -2

Unit – III

The best Performance management practices for A, B and C Players: A strategic approach. Consequences of and fair principles in SHRM – an analytical perspectives. Review of articles: Aligning SHRM practices with competitive strategies, Business Strategy and so on. Effects of strategic human resource management on strategic vision.

Unit – IV

Downsizing: Need for downsizing - A strategic approach to downsizing - effective and ineffective practices – Steps in downsizing - Downsizing model – Effects of downsizing – SHRM and downsizing. Case - 3

Review of High Involvement Human Resource Practices and its impact on performance – an empirical evidence. Case - 4

Unit – V

People Capability Maturity Model.- an experiential learning.

Human resource information management system and its contribution to SHRM – uses, issues and crucial features of HRIMS as management support system - Strategic HR planning and HR information management systems. Case analysis - 5

Text book

1. Greer, C.R. Strategic Human Resource Management: A general Management Approach. (2 Edn). Pearson Education. Asia.

Suggested readings

- 1) Barney, J (1995). Looking inside for competitive advantage. *Academy of Management Executive*. 9(4).
- 2) Bowen, D.E; Gilliland, S.W & Folger,R (1999). How being fair with employees spills over to customers. *Organizational Dynamics*. Winter.
- 3) Cappelli, P. Hefter, A.C. Distinctive Human Resources are firm's core competencies. *Organisational Dynamics*.
- 4) Chew, I.K.H & Chong, P. (1999). Effects of strategic human resource management on strategic vision. *Int. J. of Human Resource Management*. 10 (6): 1031-1045
- 5) Hall, C.A.L & Hall, M.L.L (1988). Strategic Human Resource Management: A review of the literature and a proposed typology. *Academy of Management Review*. 13 (3): 454-470.
- 6) Huselid, M.A (2002). The impact of environmental volatility on human resource planning and strategic human resource management. *Human Resource Planning*. 16(3)
- 7) Huselid, M.A., & Jackson, S.E., & Schuler, R.S. (1997). Technical and Strategic Human Resource Management effectiveness as determinants of firm performance. *Academy of Management Journal*. 40 (1): 171-181.
- 8) Khatri, N (2000) Managing human resource for competitive advantage: A study of companies in Singapore. *Int.J. Human Resource Management*. 11 (2): 336-365.
- 9) Lundy, O (1994). From Personnel Management to Strategic Human Resource
- 10) Management. *The International Journal of Human Resource Management*. 5 (3).
- 11) Morris, M.H & Jones, F. F (1993). Human resource Management practices and corporate entrepreneurship: an empirical assessment from the USA. *The International Journal of Human Resource Management*. Vol.4 (4): 873-896.
- 12) Mueller, F (1996). Human resources as strategic assets: An evolutionary resource based theory. *Journal of Management Studies*. November. 33(6)
- 13) Pfeffer, J (1995). Producing sustainable competitive advantage through the effective management of people. *Academy of Management Executive*. 9(1)
- 14) Pfeffer, J & Veiga, J.F (1999). Putting people first for organizational success. *Academy of Management Executive*. 13 (2).
- 15) Prahalad, C.K & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*.
- 16) Richard, O.C & Johnson, N.B (2001). Strategic human resource management effectiveness and firm performance. *Int. J. of Human Resource Management*. 12(20): 299-310
- 17) Schuler, R.S. SHRM: Linking the people with the Strategic needs of the business. *Organisational Dynamics*.
- 18) Schuler, S.R & Jackson,S (1987). Linking Competitive strategies with Human Resource Management Practices. *Academy of Management Executive*. 1 (3).
- 19) Schuler, S.R & Jackson,S. Organisational Strategy and organization level as determinants of Human Resource Management Practices. *Human Resource Planning*. 10 (3).
- 20) Simmons, D.E & Shadur, M.A & Preston, A.P (1996). Integrating TQM and HRM. *Employee Relations*. 17 (3).

- 21) Slocum, J.W & Editor, Jr (1999). Downsizing all these years: Questions and answers about who did it, how many did it and who benefited from it. *Organizational dynamics*. Winter
- 22) Snape, E; Wilkinson, A; Marchington, M & Redman, T (1995) 17(3). Managing human resources for TQM: possibilities and pitfalls. *Employee Relations* 17(3)
- 23) Sparrow, P; Schuler, R.S. & Jackson S.E (1994). Convergence or divergence: Human Resource practices and policies for competitive advantage worldwide. *The International Journal of Human Resource Management*. 5 (2).
- 24) Tichy, N; Fombrun, C.J; Devanna, M.A (1982). Strategic human resource management. *Sloan Management Review*. Winter.
- 25) Truce, C & Gratton, L (1994). Strategic Human Resource Management: A conceptual approach. *The International Journal of Human Resource Management*. 5 (3).
- 26) Tyson, S (1997). Human Resource Strategy: A process for managing the contribution of HRM to Organisational performance. *The International Journal of HRM*. 8 (3):
- 27) Werbel, J (2001). Aligning Strategic Human Resource Management and Person-environment fit: A Strategic Contingency Perspective. *Academy of Management Proceedings*.
- 28) Wright, P.M & McMahan, G.C 1992. Theoretical Perspectives for Strategic Human Resource Management. *Journal of Management*. 18 (2): 295-320
- 29) Wright, P.M; McMahan, G.C & McWilliams, A. (1994). Human Resources and Sustained Competitive advantage; A resource based perspective.

MS364 CREATIVITY AND DECISION MAKING

Credits 3:0:0

Marks 40 + 60

Objective: To create awareness on managerial creativity and also on various techniques to enhancing it for effective decision making in an organisation.

Unit – I : Creativity

Definition and importance. Various forms of management creativity – Creative Intelligence: Model of creative intelligence, problem sensitivity, problem restructuring, flexibility, guessing, Elaboration, Originality and thinking patterns.

Unit – II Creativity and Managerial Roles:

Strategic roles, operational roles, leadership and staff development roles, human relations role. Traits needed for managerial creativity; various mental blocks to creativity and strategies for unblocking.

Unit – III Techniques of Creativity and Decision Making

Decision-making: Simon's Model;

Creativity techniques: Problem decomposition, information search techniques, techniques of assumption variation, unblocking techniques, mutual stimulation and instigation technique, fusion technique. Role of divergent and convergent thinking in decision-making process.

Unit – IV Creative Management Practices

Creative HRM practices, growth strategies, creative management of operations, creative marketing management, creative management of product design; innovative organisation to execute these practices, some Indian examples.

Unit – V Inciters of Organizational Creativity and decision Making:

Various mechanisms that stimulate organizational creativity – Creative overloading, benchmarking, Knowledge discovery, mind mapping, creative thinking network, stakeholders councils and reverse brainstorming, etc.

Text Book

- 1) Corporate Creativity by Pradip N. Khandwalla, Tata Mc Graw Hill Publishing Company Ltd.

References

- 1) Fourth Eye : Excellence through Creativity by Pradip N. Khandwalla, Wheeler Publishing, New Delhi.
- 2) Innovation and Creativity: Psychological and Organizational Strategies by West, Michael A and Chichester, James L (eds) New York: Wiley
- 3) Handbook of Creativity by Steinberg, Robert (ed) Cambridge University Press.

MS365 DESIGNING HUMAN RESOURCE SYSTEM

Credits : 3 : 0 : 0

Marks 40 + 60

Objective of the course: To give deep insights on the impart of various structures and designs of HR department on organisational performance.

1. Human resource system:

Definition of system, subsystem, system approach to HR functions in an organization

Development dimensions of the personnel function; various roles in the functions of HRS – supportive role, managerial role, process role; contexts and system designing.

2. The structure of various HR departments:

Hospitals, Hotel industry, Insurance companies, financial institutions and manufacturing organizations

(Preparation of sample case studies by the students)

3. Designing and Evaluation forms for various HR forms :

Sample recruitment forms, sample training modules, job analysis questionnaire, sample job description questionnaire, Data sources for an organizational analysis, managerial appraisal review forms, forms for need analysis for Training & Development.

(Students have to prepare sample evaluation forms for various functions of HR)

4. Design of Compensation System

Skill based pay; Teambased compensation, variable compensation, etc
(Students have to design compensation systems for the industry of their choice)

References

- 1) VSP Rao, Human Resource Management, Excel books, New Delhi.
- 2) Udai Pareek and Rao, T. V. Second Edition, Designing and Managing human resource systems, Oxford & IBH publishing Co.
- 3) Khandwalla, P.N. Organizational Design for Excellence. Tata McGraw Hill : New Delhi.

MS366 DATA ANALYSIS IN HUMAN RESOURCE MANAGEMENT (DHRM)

Credits: 0:0:2

Marks 25+25

Course Objective

The objective of this subject is to make the students aware of the importance of data analysis in human resource management and enhance the strategic decision making ability. This is a practical subject which will be conducted in the lab.

Unit – I

Role of research in Human Resource Management and decision making – Information and decision making – Ethics in RHRM – Internet and computer applications.
Defining the problem – Developing an approach – Measurement of the variables – Univariate, Bivariate and multivariate analysis – Statistical significance and choice of tests – Understanding of SPSS Window – Menus – Submenus etc.,

Unit – II

Naming the variables – Entering the data – Verifying the data file – Ways of displaying the data - Data transformations like computation of row means – Scale reliability analysis - Descriptive statistics – Non parametric techniques

Unit - III

Testing hypothesis: Comparing Means - Two sample t-test, Paired sample t-test, Analysis of Variance: One – way ANOVA – Testing for Post HOC multiple comparisons.
Bivariate Correlation, Partial correlation, linear regression analysis

Unit - IV

Thorough understanding of multivariate data analysis – Factor analysis – Multiple regression – Cluster analysis – Discriminant analysis

Unit - V

Reliability and Validity in selection of employees – Discriminant analysis and recruitment - Forecasting the demand of human resources using Regression, Markov analysis – Identifying

Training needs using cluster analysis - Fitting regression curve to estimate organizational performance

Compulsory Mini-Project to enhance the Strategic decision making ability of the students.

References

- 1) Greer, C.R (2001). Strategic Human Resource Management: A general managerial approach. (2nd Edn). Pearson Education Asia.
- 2) <http://www.pschstat.smsu.edu>.
- 3) Manual prepared by the subject teacher

MS367 ORGANISATIONAL DESIGNS FOR EXCELLENCE

Credits 3:0:0

Marks 40 + 60

Objective: To understand various dimensions of organizational designs and the keys to organizational excellence

Unit – I : Organizational and Systems

Definition and Concepts in general systems approach – System, Sub System, open – closed system, dynamic and static systems, abstract and concrete systems, input – output systems, the organisation as a system; advantages And disadvantages of a system approach; Important considerations in system design

Unit – II : Organisation Design

Nature of organisation design, Design versus structure, formal versus informal organizations; Differentiation and integration: Key elements in the structure, Role of differentiation and role of integration, Results of effective design

Unit – III : Organizational Excellence

The concept of organizations excellence; Forms of organizational excellence – Competitive excellence, Institutional excellence, creative excellence, Missionary excellence, versatile excellence; organizational structures and designs for different excellences;

Unit – IV : Management Modes and Functions of Management

Modes of management – Conservative mode, entrepreneurial mode, professional mode, bureaucratic mode, organic management mode, authoritarian mode, participatory mode, interactive mode, familial mode, altruistic mode; management modes and their relationship with excellence indicators.

Unit – V : Revitalization Process and Mechanisms:

Organizational learning for revitalization, Behavioural science approaches to organizational renewal; revitalization through leadership. Some future challenges for the designers of the organizations

Text Book

- 1) Pradip N. Khandwalla. Organizational Designs for Excellence, New Delhi: Tata McGraw-Hill

References

1. Hodge, B. J and Anthony, W. P. Organisation Theory, Allyn and Bacon Inc.
2. Hanna , D.P. Designing Organizations for High Performance. Addison Wesley Publications Co., New York.
3. Nystrom, P.C and Starbuck, W.H (eds). Handbook of Organizational Design, London: Oxford University Press.

MS368 E – BUSINESS

Credits 3:0:0

Marks 40 + 60

Introduction to Electronic Commerce – Definition – Framework – Value Chain in Electronic Commerce - Internet Applications – Intranets and Extranets – VAN.
Planning for e- commerce – Choosing a Business Model – Identifying Target Market – Making a Plan of Action – Setting Benchmarks for Success – Measuring Success – Judging Solutions.

Interorganizational Commerce and EDI – EDI Applications in Business – EDI and Electronic Commerce – VAN – Internet Based EDI – Intra Organizational Electronic commerce – Internal Information Systems – Macro forces – Workflow Automation – Internal Commerce – Supply Chain Management.

Electronic Payment Systems – Types – Digital Token – Smart Cards – Credit Card – Electronic Cash – Electronic Wallets – Risks.

E-Commerce Building blocks – Web Server – Transaction Server – Database Server – Network Communications – Software Basics – External Service Providers – Web Hosting Providers – Application Server Providers – Interface and Integration – ERP – Building e-commerce Program.

Corporate Digital Library – Types of Digital Documents – corporate Data Warehouses.

Business on the Internet – Online Marketing – Interactive Advertising – Market Research – Consumer Search and Resource Directory.

Network Security and Firewalls – Knowing the legal Issues.

References:

- 1) Ravi Kalakota and Andrew B Whinston, Frontiers of Electronic Commerce, 5th Indian Reprint, Pearson Education Asia Pvt. Ltd., 2000.
- 2) Gary P Schneider, James T Perry, Electronic Commerce, 1st Reprint, Thomson Asia Pvt. Ltd., Singapore, 2001.

- 3) Brenda Kienan, Managing your e-commerce business, 2nd ed., Prentice Hall of India, 2001.
- 4) Charles Trepper, e-Commerce Strategies, 1st ed., Prentice Hall of India, 2000.

MS369 CUSTOMER RELATIONS MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Unit - I

Introduction to CRM – Cost of Acquiring Customers – customer Acquisition to Customer Loyalty - Low Internet Changed the Rules – CRM and Business Intelligence.

Unit – II

Conventional marketing approach - drawbacks – emerging challenges in the marketing front- Relationship marketing- definition- concepts - relevance of relationship marketing approach- significance - building customer loyalty, Developing relationship strategies for different types of business under different competitive environment.

Unit - III

CRM and Customer Service – Call center and customer Care – Automation of Contact Center – Call Routing – Web Bases Self Service – Call Scripting – Cyber Agents – Work Force Management – Customer Service – Automation.

CRM in e-business, eCRM Evolving – multichannel CRM, CRM on B2B, ERP – SCM – Supplier Relationship Management – Partner Relationship Management – e-Business Checklist for Success.

Unit – IV

Analytical CRM, CRM and the Data Ware House – Enterprise CRM – OLAP – Data Mining in CRM – Personalization and Collaborative Filtering.

Delivering CRM – Defining CRM Success – Preparing Business Plan – Understanding Business Process – Choosing your CRM Tool.

Unit - V

Managing your CRM Project – Development Team – CRM Implementation – Business Planning – Architecture and Design – Technology Selection – Development – Delivery Measurement.

Information Technology application in building customer relationship – CRM – emerging new trends, Case studies

References

1. Dyche J, The CRM Handbook, 1st Indian Reprint, Pearson Education, New Delhi, 2002.
2. Sheth J N, Parvatiar A, Shainesh G, Customer Relationship
3. Management – Emerging Concepts, Tools and Applications, Tata
4. McGraw Hill, 1st Edition, 2001.

5. Gosney JW & Boehm T P, Customer Relationship Management Essentials, 1st Indian Reprint – Prentice Hall of India, New Delhi, 2001.

MS370 ENTERPRISE RESOURCE PLANNING

Credits 3:0:0

Marks 40 + 60

Introduction to ERP – enterprise Overview – Integrated Management Information – Business Modeling – Integrated Data Model – Benefits of ERP.

ERP – MRP I - MRP II – DRP – JIT and Kanban – Make to Order – Make to Stock – Assemble to Order – Engineer to Order – Configure to Order.

ERP Modules – Finance – Manufacturing (Production) – Human Resources – Plant Maintenance – Materials Management – Quality Management – Sales and Distribution.

ERP Implementation Life Cycle – Pre Evaluation Screening – Package Evaluation – Project Planning Phase – Re-Engineering – Implementation – Team Training – Going Live – End User Training – Post Implementation.

ERP Implementation – Flidden Costs – Organising the Implementation – Project Management and monitoring – After ERP Implementation.

ERP – Present and Future – Enterprise Integration Applications (EIA) – ERP and e-Commerce – ERP and Internet – Future Directions in ERP.

MS371 IT ENABLED SUPPLY CHAIN MANAGEMENT

Credits 3:0:0

Marks 40 + 60

Development of SCM concepts and Definitions – key decision areas – strategic Supply Chain Management and Key components, External Drivers of Change.

Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.

Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.

IT integrated focus, E Commerce and Supply Chain Management.

Organizational Issues and Supply Chain.

ERP and Supply Chain Management.

References:

1. Suhay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.
3. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.

**DEPARTMENT
OF
MANAGEMENT**

Karunya University

ADDITIONAL SUBJECTS

Code No.	Subjects Name	Credits
MS372	Data Analysis for Business Decisions	0 : 0 : 2
MS373	Global Strategic Management	3 : 0 : 0
MS374	Global Business Environment	3 : 1 : 0
MS375	Financial Services and Marketing	3 : 0 : 0
MS376	Financial Institutions and Merchant banking	3 : 0 : 0
MS377	Labour legislations and industrial relations	3 : 0 : 0

MS372 DATA ANALYSIS FOR BUSINESS DECISIONS

Credit 0:0:2

Marks : 50 + 50

Unit – I

Essential data analytical Tools in Marketing Decisions – Some background statistical concepts – Concepts of Parametric and Non parametric Tests – Scale of Measurement – Classification of Data Analysis: Uivariate, Bivariate and Multivariate – Overview of SPSS functions.

Unit – II

Major Parametric Techniques: T – test, Z – test, Correlation, one-way ANOVA, Two-way ANOVA with interaction, Measuring the Effect size , Post HOC Multiple Comparison Tests, Correlation, Multiple Correlation, Partial Correlation, Part Correlation, Bivariate Regression, ANCOVA.

Unit – III

Major Nonparametric Techniques – Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogrov – Smirnov Test, Fisher Exact Test, Wald-Wolfowitz Test, Moses Test, Median Test, Chi-Square Analysis, Spearman’s Rho, Kendall’s Rank Correlation, Contingency Coefficient Test, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Walsh Test, Kruskal – Wallis one way ANOVA ; Terpstra–Jonckhere Test, Friedman Two-way ANOVA, Cochran’s Q Test, Pages Test for ordered Alternatives.

Unit – IV

Multivariate Techniques – MANOVA – Multiple Regression – Factor Analysis – Discriminant Analysis

Unit – V

Path Analysis – Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) through LISREL or AMOS (only basics).

Based on the above syllabus, the following experiments are to be conducted:

1. Testing the Mean Difference
2. Testing the Association / Relationship
3. Testing the Interdependencies
4. Testing the Models (Model generation, modification and confirmation)
5. Testing the Estimates
6. Testing the classification

Text Books

1. Hair, J. F. Jr., Anderson, R.E., Tatham, R.L . and Black W.C. 1998. Multivariate Data Analysis. (Ed. 5). Prentice-Hall International Ltd., London.
2. Nargundkar, R. 2002. Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Hair, J. F. Jr., Bush, R. P., and Ortinau D.J. 2003. Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Pallant, Julie. 2001. SPSS Survival Manual. Open University Press, Buckingham.

MS373 GLOBAL STRATEGIC MANAGEMENT

Credit 3 : 0 : 0

Marks : 40 + 60

UNIT-I

Environmental of international business, political, cultural, technological, social and financial context – Concept of corporate strategies – The 7s framework.

UNIT-II

Corporate strategic plans – Mission and Vision of the firm – Hierarchical levels of planning – Strategic planning process – Merits and limitations – Organisational structure and strategy.

UNIT-III

Competitive cost dynamic – Experience curve - BCG approach – Porters approach – Concept of balance score card – Importance of scanning environment – SWOT analysis – Strategy and technology – Technology management – In house development of technology – Acquisition and absorption of technology.

UNIT-IV

Diversification – Merger and acquisition – Turnaround management – Implementation of strategy – Evaluation and control of strategy – Strategies for Globalization – Compulsion for Indian companies to go global – Indian competitive advantage as a nation – Thrust product for export – Concern for quality.

UNIT-V

CASE STUDIES (based on above units)

References:

1. Ronflavel & John Williams, "Strategic Management", Business Books
2. Jones, Houghton Mifflin, "Strategic Management", Hill
3. V.S. Ramasamy & S. Namakumari, "Strategic Planning for Corporate Success" McMillan
4. Pearce, Robinson, "Strategic Management", AITBS Publisher

MS374 GLOBAL BUSINESS ENVIRONMENT**Credit 3 : 1 : 0****Marks : 40 + 60****UNIT – I**

Environmental adjustment needs – Analyzing the international marketing environment – Vital importance of continuous monitoring adapting to the changing environment – Population: Population growth rates – Distribution of population – Distribution of income – Per capita income – Gross national product.

UNIT – II

The national physical endowment – Topography – Climate – The nature of economic activity – Rostow's view – Farm or Factory – Input Tables – Infrastructure – Transportation Energy, Communication urbanization Tax structure, Inflation Foreign investment.

UNIT – III

Cultural Environment: material culture, language, aesthetics, design, colour, music, brand names, educational, religious, attitudes and values.

UNIT – IV

Legal environmental International law in international marketing, IMF & GATT – International trade agreements. Trade preference UNCTAD EEC, Customs union – International Standards Organization (ISO), Regional grouping and International law, SAARC, EEC – European Free Trade Associations, (EFTA) Latin American Free Trade Association (LAFTA) etc.

UNIT – V

Case Studies:(Based on above units)

REFERENCES

1. Marketing Management - Ramasamy & Namakumari
2. International Marketing - Onkvist and Shaw
3. International Marketing - Varshney & Battacharya
4. Global Marketing Management - Keegan
5. International Marketing Management - Subhash C. Jain
6. International Marketing - Philip R. Cateora

MS375 FINANCIAL SERVICES & MARKETING

Credit 3 : 0 : 0

Marks : 40 + 60

Unit – I

Concepts and evaluation of financial services and their effect in Economic development: Fund based and non fund based services. Customer Satisfaction, GAP Analysis

Legal and regulatory frame work, SEBI, RBI Act & Regulations, Securities Contract Regulation Act-1956, Securitisation, SARFAESI Act.

Unit – II

Financial Market : Capital Market & its Instruments, Money market and Its instruments – Government Securities Market & its instruments – Foreign Exchange Market & its instruments. Derivatives & Commodity Trading

Stock Exchange: Importance, functions, Rules & Regulations, Listing, BSE, NSE, OTCEI. , Share Broking : Rules & Regulations, Procedures , Money Market Dealers and their procedures

Unit – III

Mutual funds,- Functions & Types AMCs and their services , Marketing of mutual funds. Performance evaluation- Case analysis and Project Report

Venture Capital : Concepts & types. Case studies.

Unit – IV

Leasing and Hire purchase: fund mobilisation. Types, procedures, Legal aspects (Problems)

Unit –V

Other services – Bill Discounting, Factoring – Features, Mechanism of Factoring – Housing loans, Bank Cards., Depository services, Bancassurance, Marketing strategies

Text Books

- 1) Avadhani A, Marketing of Financial Services , II Edition, Himalaya Publishing House, Mumbai, 1999.
- 2) Frank Fabozzi & Franco Modigliani, Capital Markets' 2nd Edition, Prentice hall Intl. Inc.
- 3) Jha S M, ' Service Marketing' Himalya Publising House.
- 4) M. Y. Khan – Financial Services, 3rd edition, Tata McGraw Hill, New Delhi, 2001.
- 5) Thripathy ' Financial Instruments & Services', 1st Edition, Prentice-Hall of India Private Limited, New Delhi.

Reference Books

- 1) Bharati V. Pathak, 'Indian Financial System', 2003 Edition, Pearson Education, Singapore

- 2) Bhole LM, Financial Markets & Institutions, 4th edition, Tata McGraw Hill, New Delhi, 1999.
- 3) Grinblatt, Marb Titman, Shridn, 'Financial Markets & Corporate Strategy' 2nd edition, Tata McGraw Hill, New Delhi, 2003
- 4) Sahadevan & Thiripdaraju, ' Mutual Funds, Data, Interpretation & Analysis, Prentice-Hall of India private Limited, New Delhi

Additional Readings

1. RBI Rules , Regulations, notifications
2. SEBI Rules , Regulations, notifications
3. Articles in Business dailies, magazines and Referred Journals

MS376 FINANCIAL INSTITUTIONS AND MERCHANT BANKING

Credit 3 : 0 : 0

Marks : 40 + 60

Unit – I

Financial System and Indian Financial system: Structure, Role, Economic development. Fiscal and monetary policies. RBI its functions and Roles

Unit – II

Financial Institutions and Intermediaries: FIs, FIIs, Banks – Public, Private, Foreign and Co operative banks- banking functions and procedures. NBFCs, HFCs, their role, functions and Regulatory authorities

Unit – III

Credit Rating: Rating agencies, national & international agencies their functions, Process, Rating of financial Instruments and countries –

Project work.

Unit – IV

Merchant Banking: Rules and regulations, Services- Issue management, Portfolio management , Underwriting, Project appraisal, Corporate advisory services,

Unit – V

Merchant Banking: Issue management – pricing, Pre Issue & post Issue activities. Book building. Other intermediaries., Marketing merchant banking services
– Case Analysis

Text Books

1. Argasri & Ramana, Banking & Financial System, 1st edition, Tata McGraw Hill, New Delhi, 2003.
2. Bharati V. Pathak, 'Indian Financial System', 2003 Edition, Pearson Education, Singapore.

3. Bhole LM, Financial Institutions & Markets, 4th edition, Tata McGraw Hill, New Delhi, 2001.
4. Khan M Y 'Indian Financial System', 3rd edition, Tata McGraw Hill, New Delhi, 2003
5. Subramanyam Prathap, Investment Banking, 1st edition, Tata McGraw Hill, New Delhi, 2004

Reference Books

- 1) Avadhani A, Marketing of Financial Services of Markets, II Edition, Himalaya Publishing House, Mumbai, 1999.
- 2) Frank Fabozzi & Franco Modigliani, Capital Markets' 2nd Edition, Prentice hall Intl. Inc
- 3) Khon Mcir Financial Institutions & Markets 1nd edition Tata McGraw Hill, New Delhi, 2004
- 4) M. Y. Khan, Financial Services, 3rd edition, Tata McGraw Hill, New Delhi, 2004
- 5) Sounders, Anthony, Cornet & Marcia Financial markets & Institutions, 2nd edition Tata McGraw Hill, New Delhi, 2004

Additional Readings

1. RBI Rules , Regulations, notifications
2. SEBI Rules , Regulations, notifications
3. Articles in Business dailies, magazines and Referred Journals

MS377 LABOUR LEGISLATION & INDUSTRIAL RELATIONS

Credit 3 : 0 : 0

Marks : 40 + 60

Unit I Industrial Relations

Human Rights and Labourers – Social, Legal and Natural Justices, Industrial Relations System, Cause for Poor industrial relations, Recommendations of National Commission of Labour, Industrial Relations in developed countries – International Labour organization – Objectives, Structure & Functions

Unit II (Industrial) Disputes and Employment Standing Orders Act 1936

Industrial Disputes Act 1947 – Machinery, Functions, Powers, Scope, Strike – Right to Strike, Gheraos, Picketing & Boycott, Lockouts, Layoff, Retrenchment, Closure administration of collective Bargaining, Joint Management council, Worker's Participation in Management

Unit III Labour Welfare

Need for social welfare (Statutory & Voluntary Measures). Role of Labour welfare officer- Factories Act 1948: Health, Safety and Welfare measures- Powers of Inspectors – Working Hours – Leave affairs. Payment of wages Act 1936, The Minimum wages Act 1948.

Unit IV Social Security

Social Security legislation in India: Workman compensation act 1923, Employees state Insurance Act 1948, Employees provident Funds Act 1952, Payment of Gratuity Act 1972, The Maternity Benefit Act 1961, Payment of Bonus Act 1965.

Unit V Trade Unionism

Trade Unions in India – Objectives, Nature & Scope, Growth, Problems of Trade Unions. The Trade Unions Act 1926.

Text Books

1. Industrial Relations - Arun Monappa, TMH, 2001
2. Elements Of Mercantile Law – N.D.Kapoor, S.Chand & Co.,2002
3. Labour Laws India (5 Vols.) – Madras Book Agency

Reference Books

1. Labour Laws & Industrial Relations – Srikanta Mishra
2. Dynamica Of Industrial Relations In India– C.B. Mamoria
3. Personnel Management& Industrial Relations – P.C.Tripathi
4. Industrial And Labour Laws Of Inida – H.K.Sharay

**SCHOOL
OF
MANAGEMENT**

Karunya University

ADDITIONAL SUBJECTS

Code No	Subject Name	Credit
MS378	International Human Resource Management	3:1:0
MS379	International Relations	3:1:0
MS380	International Trade Operations & Documentation	3:0:0
MS381	Strategic Logistics Management	3:0:0
MS382	Training and Development	3:0:0

MS378 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credit:3:1:0

Marks (40+60)

This course addresses issues raised by the impact of globalization on HRM, as MNCs (both foreign and India based) expand their boundaries globally. It provides students with practical information on employee performance appraisal, training and development, compensation, and international labor relations issues, as it relates to managing the expatriate employee. The topics explore the business and cross-cultural issues, along with regional characteristics that comprise the challenges of working and living environment, including geography and demographics, economic conditions, and business practices.

Unit – I

Globalisation as a growth strategy – Managing diversity for competitive advantage - HR and global business challenge - Factors that moderate the differences between domestic and international Human Resources – The Various perspectives and approaches of International Human Resource Management - The role of cultural understanding – Culture and HR functions in a global subsidiary.

Unit – II

International HR Planning: Recruitment and Selection – Staffing policies, approaches, Selection criteria - Relocation

Performance management of international employees – Factors associated with individual performance and appraisal in a global context.

Unit – III

Orienting and training employees for global assignment – approaches to training - Integrating business strategy with international training & development

International compensation management – various approaches – factors affecting compensation systems - Benefits – The adjustments and incentives

Unit – IV

International labor relations – key issues, various agreements

International labour standards, safety and fair treatment, repatriation: process, problems and solutions

Unit – V

Human Resources practices and programs adopted in USA, Japan, China and Asian countries.

Text Book:

1. Dowling, PJ and Welch, DE (2004). *International Human Resource Management*, 4th edn., London, Thomson.

Reference Books :

- 1) Randal Schuler & Susan Jackson. (2003). *Managing Human Resources in Cross-Border Alliances*. Routledge Taylor & Francis Publication
- 2) Pawan Budhwar. (2004). *Managing Resources in Asia-Pacific*. Routledge Taylor & Francis Publication
- 3) Paul Sparrow., Chris Brewster and Hillary Harris. *Globalising Human Resource Management*. Routledge Taylor & Francis Publication

MS379 INTERNATIONAL RELATIONS

Credit:3:1:0

Marks (40+60)

Objectives: This paper aims at familiarising the students about prevailing business environment in world level and the nature of relations to be maintained between member countries. This paper also aims at educating students on the political and legal system that prevails around the world.

Pedagogy: The teaching methodology is through lectures and case analysis with real world examples.

Unit – I

Origin and growth of international relations – elements of IR – international business as a discipline – Scope of international relations – international relations and international politics – methods of relations – factors in international relations – foreign policy – values of foreign policy – its approaches – objectives on nation's foreign policy – determinants of foreign policy (a) internal factor (b) external factor.

Diplomacy – definition – functions of diplomats – classification of diplomats consuls – diplomatic rules and procedure. National power – meaning – forms – its elements. Economic arsenal and other economic instruments.

Unit – II

The nature and content of international law – the codification of international law. The balance of power – its nature – definition – characteristics – role of balancer – historical significance – devices for maintaining the balance of power – collective security and balance of power – balance of power today – collective security and peaceful settlement.

Unit – III

Evaluation of international organisation and regional grouping for the development of international relation – role of regional grouping (viz) EU, ASEAN, NAFTA, SAARC AND ARAB LEAGUE – world bodies (viz) UN and WTO – economic grouping (viz) G–8, G-15, and G–77.

Unit – IV

Foreign policy since independence –relations with China and Great Britain – Indo –US relations – Indo – Pakistan relations – Missions abroad – disarmament efforts of India – India's neighbourhood relations.

Unit – V

International relations today: The international system in transition – change in patterns and factors of national power – problems of the international community – approaches to peace – the future of the world community – new trends in international relations.

References:

1. International relations : Palmer Parkins
2. International relations : Urmila Sharma and S.R. Sharma
3. International relations : N. Jayapalan
4. International relations : L.N. Srivastva

MS380 INTERNATIONAL TRADE OPERATIONS AND DOCUMENTATION

Credit:3:0:0

Marks (40+60)

Unit I: EXIM Operations and Documentation

Trade Operations and Documentation: An Overview - Need and Importance of Documents - Documentation Areas and Dimensions Nature and Characteristics Feature of Exim Documents - EDI and Documentation

Trade Operations: Organizational Structure

Types of Corporate Structure - Marketing Strategy and Structure

EXIM Policy Framework

Legal Framework - Objectives of EXIM Policy - Policy Overview: Facilities and Restrictions - Getting Started In Export Business

UNIT – II: Foreign Exchange Facilities and Regulations

Legal Framework in India : FEMA and other Relevant Act – Origin and Objectives
Main FEMA Provisions

International Trade Terms

Trade Contract and Trade Terms - Trade Terms and Need for Standardisation - INCO-TERMS : Significance and explanation

Export Payment Terms

Credit Risk Management and Payment Terms - Main Features of Payment Terms : Advance Payment, Open Account, Documentary Collection, Documentary Credit , Consignment Sale
Documentary Collection - DP and DA, Process And Operation

Documentary Credit - Letter of Credit and Parties Involved - Process of Opening and Advising
L.C - Types of L.C - Process and Operation - UCPDC : Major Clauses

Unit III: Trade Finance

Sources and Products of Trade Finance - Pre and Post-shipment Credit : Need and Classification
- Schemes and methods of Financing - Post-shipment Advance - Import Financing

Transit Risk Management

Nature of transit Risk - Contract of Cargo Insurance - Parties Involved : Insured / Assured -
Indemnity and Insurable Value - Perils and losses - Insurance Policy and Certificate - Cargo loss
Claims : Procedure & Documentation

Credit Risk Management

Export Credit Insurance : Concept and Importance - Role of Export Credit Guarantee
Corporation - Covers Issued by ECGC : Standard Policy, Specific Policy, Financial Guarantees,
Special Schemes. - Risk Coverage; Commercial and Political Risks Procedures and documentary
Requirements, including for filing claim

Unit IV : Central Excise Clearance

Excise Duty : Definition, rationale, Stages of Levying & Collection, Meaning of Manufacturing,
Types of Duties - Legal Framework: Central Excise Act and Rules Central Excise Tariff Act,
Valuation - Options of Refund and Movement in Bond : Rule 12, 13 and 14 - Procedures and
Documentary Requirements, including for filling claim

Customs Clearance of Export and Import Cargo

Legal Framework: Customs Act 1962– Customs Tariff Act 1975, Foreign Trade (development
and Regulations) Act 1992. - Valuation and Types of Duties Harmonized System of
Nomenclature - Documentation Requirements and Document Processing - Physical
Examination Of goods - EDI and Customs Operations

Duty Drawback

Concept and Rationale - Monitoring Authority - Types and Rate - Mechanism of Rate Fixation -
Settlement of claims, including Under EDI - Procedure & Documentation

Import Policy and Export Promotion

Duty Exemption Schemes - Import of Capital Goods - Export/Trading/star Trading/Super Star
Trading House Policy - EoU's/EPZs/SEZs Schemes

Unit V: Practicals: Export orders- Pre-shipment and post shipment- Duty drawback pass book

MS381 STRATEGIC LOGISTICS MANAGEMENT

Credit:3:0:0

Marks (40+60)

UNIT I

Elements of Logistics Management: Introduction to logistics management, Competitive advantage and logistics, Sources of competitive advantage, Value differentiation through production and marketing, supply chain and competitive performance. Logistics and integrated logistics, Growth of integrated logistics service providers across globe, Operational objectives of an integrated logistics, Customer benefits through integrated logistics, Barriers to internal integration

UNIT II

Strategic Integrated Logistics Management: Key issues in strategic integrated logistics management, Evolution of strategic integrated logistics management, Integrated logistics quality - Integrated logistics Benchmarking.

Principles of Logistics Information: Forms of logistics information, Information functionality, Designing or evaluating logistics information system (LIS), Exception-based LIS, Logistics information architecture, Application of information technology in logistics.

UNIT III

Forecasting and Inventory Planning Strategy: Components of forecasting process - Inventory planning, Types of inventory, Functions of an inventory - Inventory management strategy – Transportation functionality and principles – Role of warehousing in logistical system and warehousing strategies.

UNIT IV

Logistics Costing: Evaluation of logistics performance, Drawbacks of traditional accounting systems, Activity Based Costing, Cost identification, Cost formatting, Spatial and temporal dimensions of logistics operations

Logistical Measurement: Dimensions of performance management, Internal performance measurement, Types of productivity measures, Perfect order, External performance measurement

UNIT V

Logistical Organisation: Integration of supply chain activities, Development of logistical organisation, Stages of functional integration. Storehouse Operations and Control: Objectives of stores function, Stores location and layout, Storage systems, Classification and codification of an inventory, Methods of storekeeping, Stores accounting.

Case Studies based on above units.

Reference:

1. Bowersox, Donald J. and David J. Closs, Logistics Management – The Integrated Supply Chain Process, Tata McGraw-Hill, New Delhi, 1996.

2. Bloomberg, David J., Stephan Lemay, and Joe B. Hanna, Logistics, Prentice-Hall of India, New Delhi, 2002.
3. Agarwal, D.K., Textbook of Logistics and Supply Chain Management, Macmillan India, New Delhi, 2003.
4. Martin Christopher, Logistics and Supply Chain Management, 2nd ed., Pauls Press, New Delhi, 2001.
5. Datta, A.K., Materials Management, Inventory Control and Logistics – Text and Cases, 2nd., Jaico Publishing House, Mumbai, 2001.

MS382 TRAINING AND DEVELOPMENT

Credits: 3:0:0

Marks (40 +60)

UNIT I

Introduction – Challenges – The Role of Training – Training Needs and Organizational strategy - Structure of training organizations – Strategic planning and training – Strategic training practices– OD and training – understanding motivation and performance – theories of learning motivation – Training and Management Development.

UNIT II

Key areas of training: Orientation, diversity, sexual harassment and team training
Training needs analysis (TNA): Conducting Need analysis – Framework for TNA – TNA approaches.

UNIT III

Training Design: Identifying constraints – developing objectives – Facilitation of learning, transfer – Theories of training design

UNIT IV

Training methods: development of training methods – Instructional strategy – implementation

UNIT V

Evaluation: Reasons for evaluation – Constraints in evaluation – Types of evaluation data – The four levels of evaluation - evaluation designs.

Text book

1. Blanchard, P.N., Thacker, J.W. (2005). *Effective Training: Systems, Strategies and Practices*. (2nd Edn.), entice-Hall, Inc. India

Reference Books

1. Piskurich, G.m., Beskchi, P., & Hall, B. (2006) *The ASTD training and development Handbook: A guide to human resource development*.
2. Jack, J. Phillips. *Handbook of evaluation and measurements* (3rd edn.), Jaico Publication house.

**SCHOOL
OF
MANAGEMENT**

ADDITIONAL SUBJECTS

Code No	Subject Name	Credit
MS383	Retail Management	3:0:0
MS384	Judgement and Decision Making in Marketing	3:0:0
MS385	Pricing of Products and Services	3:0:0
MS386	Corporate Restructuring and Valuation	3:0:0
MS387	Rural Marketing	3:0:0
MS388	Strategic Human Resource Management	3:1:0
MS389	Indian Financial System	3:0:0

MS383 RETAIL MANAGEMENT

Credit 3:0:0

Marks 40+60

Objectives:

- (1) To make the students understand the retail business operations in India.
- (2) To address the key issues in Retailing Industry.
- (3) To dwell into the intricacies in the retailing system in India.

Prerequisite: The student should have done Marketing Management course and a sound knowledge in the channels of Distribution is desirable.

Unit I:

1. Introduction to retailing: definition – functions of retailing - types of retailing – forms of retailing based on ownership.
2. Retail theories – Wheel of Retailing – Retail life cycle.
3. Retailing in India – Influencing factors – present Indian retail scenario.
4. Retailing from the International perspective

Unit II:

1. Consumer Behaviour in the retail context – buying decision process and its implication to retailing – influence of group and individual factors.
2. Customer shopping behaviour.
3. Customer service satisfaction.
4. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Unit III:

1. Retail Operations: Choice of Store location – Influencing - Factors Market area analysis – Trade area analysis – Rating Plan method - Site evaluation.
2. Retail Operations: Store Layout and visual merchandising – Store designing – space planning.
3. Retail Operations: Inventory management – Merchandise Management – Category Management.

Unit IV:

1. Retail marketing mix – an Introduction.
2. Retail marketing mix: Product – Decisions related to selection of goods (Merchandise Management revisited) – Decisions related to delivery of service.
3. Retail marketing mix: Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing.
4. Retail marketing mix: Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies.
5. Retail marketing mix: Promotion – Setting objectives – communication effects – promotional mix .
6. Human Resource Management in Retailing – Man power planning – recruitment and training – compensation – performance appraisal.

Unit V:

1. Non store retailing
2. The impact of Information Technology in retailing – Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system.
3. Legal aspects in retailing.
4. Social issues in retailing.
5. Ethical issues in retailing.

Reference Books:

1. Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 8th edition, 2002, PHI private limited, Newdelhi.
2. David Gilbert, “Retail Marketing Management”, 1st Indian Reprint, 2000, Pearson Education Limited, Newdelhi.
3. A.J.Lamba, “The Art of Retailing”, 1st edition, 2003, Tata McGrawHill, Newdelhi.
4. Geogr H.lucas, Robert P.Bush and Lerry G.Gresham,”Retailing”, 1st Indian edition, 1997, All India Publishers and Distributors, Chennai.
5. “The Detail in Retail” – Praxis (Business Line’s Journal of Mangement), January 2002.

MS384 JUDGMENT AND DECISION MAKING IN MARKETING

(only for PhD candidates)

Credit 3:0:0

Marks 40+60

Overview & Course Objectives

This course will provide a research overview of the field of judgment & decision making in marketing. A core focus of the course will be the individual as a less than perfect decision making in individual and competitive contexts.

This course will involve students in an intensive, thorough survey of the intersection of analytic and behavioral perspectives to decision making.

The following is a list of course objectives:

- 1) Obtain exposure to selective aspects of the judgment & decision making in marketing.
- 2) Gain an understanding of central concepts in decision making.
- 3) Develop expertise in a domain of interest.

Unit I

A. Intro to Judgment & Decision Making in Marketing

- March, J., & Simon, H. Organizations, Chapter 6, Wiley: 1958.
- Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, 185, 1124-1131.
- Bazerman, M.H. (2002). Judgment in Managerial Decision Making. Wiley, 5th edition, Chapters 1-2.

B. Preference Reversals - Inconsistency within the Decision-Maker

- Bazerman, M.H. (2002). Judgment in Managerial Decision Making. Wiley, 5th edition, Chapter 3.
- Tversky, A., Slovic, P., & Kahneman, D. (1990). The causes of preference reversal. *American Economic Review*, 80, 204-217.
- Hsee, C.K., Loewenstein, G.F., Blount-Lyons, S. & Bazerman, M.H. (1999). Preference Reversals Between Joint and Separate Evaluations of Outcomes. *Psychological Bulletin*, 125, 576-590.
- Thaler, R. (1999). Mental accounting matters. *Journal of Behavioral Decision Making*, 12, 183-206.
- Kahneman, D., Knetsch, J.L., & Thaler, R. (1990). Experimental tests of the endowment effect and the Coarse theorem. *Journal of Political Economy*, 98, 1325-1328.
- Shafir, E. (1993). Choosing versus rejecting: Why some options are both better and worse than others. *Memory and Cognition*, 21, 546-556.

Unit - II

A. Fairness, Ethics, and Rationality

- Bazerman, M.H. (2002). Judgment in Managerial Decision Making. Wiley, 5th edition, Chapter 6.
- Kahneman, D., Knetsch, J. L., & Thaler, R. (1986). Fairness as a constraint on profit seeking: Entitlements in the market. *American Economic Review*, 76, 728-741.
- Diekmann, K.A., Samuels, S.M., Ross, L., & Bazerman, M.H. (1997). Self-Interest and Fairness in Problems of Resource Allocation. *Journal of Personality and Social Psychology*, 72, 1061-1074.

B. Value Systems

- Tetlock, P. E., Kristel, O. V., Elson, S. B., Green, M. C., & Lerner, J. S. (2000). The psychology of the unthinkable: Taboo trade-offs, forbidden base rates, and heretical counterfactuals. *Journal of Personality and Social Psychology*, 78, 853-870.
- Baron, J., & Spranca, M. (1994). Protected values. *Organizational Behavior and Human Performance*, 70, 1-16

Unit - III

A. Motivation and Decision Making

- Bazerman, M.H. (2002). Judgment in Managerial Decision Making. Wiley, 5th edition, Chapter 4.
- Taylor, S. E., & Brown, J. D. (1988). Illusion and well-being: A social psychological perspective on mental health. *Psychological Bulletin*, 103(2), 193-210.
- Tyler, T., & Hastie, R. (1990). The social consequences of cognitive illusions. In M.H. Bazerman, R.J. Lewicki, & B. Sheppard (Eds.), *Handbook of Negotiation Research: Research on Negotiation in Organizations*, Greenwich, Ct: JAI Press.

B. Conflicts in Decision Making

- Bazerman, M.H., Tenbrunsel, A.E. & Wade-Benzoni, K.A. (1998). Negotiating with Yourself and Losing: Understanding and Managing Conflicting Internal Preferences. *Academy of Management Review*, 23, 225-241.
- Liberman, N., Idson, L.C., Camacho, C.J., & Higgins, E.T. (1999). Promotion and prevention choices between stability and change. *Journal of Personality and Social Psychology*, 77, 1135-1145.
- Liberman, N., Idson, L.C., & Higgins, E.T. (2002). Predicting the intensity of losses vs. non-gains and non-losses vs. gains: A test of the loss aversion explanation. Under review, *Journal of Experimental Social Psychology*.

Unit - IV

A. Affective and Visceral Influences

- Johnson, E.J., & Tversky, A. (1983). Affect, generalization, and the perception of risk. *Journal of Personality and Social Psychology*, 45, 20-31.
- Loewenstein, G., Weber, E.U., Hsee, C.K., Welch, N. (2001). Risk as feelings. *Psychological Bulletin*, 127, 267-286.
- Loewenstein, G. (1996). Out of control: Visceral influences on behavior. *Organizational Behavior and Human Decision Processes*, 65, 272-292.

B. Time and Decision Making

- Bazerman, M.H. (2002). Judgment in Managerial Decision Making. Wiley, 5th edition, Chapter 5.
- Staw, B. M. (1976). Knee-deep in the Big Muddy: A study of escalating commitment to a chosen course of action. *Organizational Behavior and Human Performance*, 16, 27-44.
- Loewenstein, G., & Thaler, R. H. (1989). Intertemporal choice. *Journal of Economic Perspectives*, 3, 197-201.
- Bazerman, M.H., Baron, J., and Shonk, K. (2001). You Can't Enlarge the Pie: Six Barriers to Effective Government, Basic Books, 2001, Chapter 5.

Unit V

A. Critiques and Limits of the Bias Perspective

- Gigerenzer, G. (2000). Adaptive thinking. NY: Oxford University Press, Part V intro and Chapter 12, pages 237-266.

- Wilson, T.D., & Schooler, J.W. (1991). Thinking too much: introspection can reduce the quality of preferences and decisions. *Journal of Personality and Social Psychology*, 60, 181-192.
- Tetlock, P.E. (2000). Cognitive biases and organizational correctives: Do both disease and cure depend on the politics of the beholder. *Administrative Science Quarterly*, 45, 293-326.

B. Improving Decisions

- Bazerman, M.H. (2002). *Judgment in Managerial Decision Making*. Wiley, 5th edition, Chapter 10.
- Dawes, R. M. (1979). The robust beauty of improper linear models in decision making. *American Psychologist*, 34, 571-582.
- Kahneman, D., & Lovallo, D. (1993). Timid Choices and Bold Forecasts: A Cognitive Perspective on Risk taking, *Management Science*, 39, 17-31.
- Thompson, L., Gentner, D., & Loewenstein, J. (2000). Avoiding missed opportunities in managerial life: Analogical training more powerful than individual case training. *Organizational Behavior and Human Decision Processes*, 82, 60-75.

Optional Books

1. Hastie, R., & Dawes, R.M. (2001). *Rational Choice in an Uncertain World*.
2. Kahneman, D., Slovic, P., & Tversky, A. (1982). *Judgment under uncertainty: Heuristics and biases*. New York: Cambridge University Press.
3. Connelly, T., Arker, H., & Hammond, K. (2000). *Judgment and decision making: An interdisciplinary reader*.
4. Baron, J. (2000). *Thinking and deciding*. New York: Cambridge University Press, 3rd edition).
5. Gilovich, T. (1993). *How we know what isn't so*. NY: Simon and Schuster.
6. Plous, S. (1993). *The psychology of judgment and decision making*. Boston: McGraw-Hill.

MS385 PRICING OF PRODUCTS & SERVICES

Credit 3:0:0

Marks 40+60

UNIT -I

Introduction to marketing mix elements – product and service concepts – product and services types – importance of pricing – pricing strategies and policies.

UNIT -II

Pricing strategies and value creation - the source of pricing advantage, price structure: segmentation pricing tactics for separate markets, price and value communication: strategies to influence willingness-to-pay.

UNIT -III

Pricing policy: managing customer expectations and behaviors, price level: setting the right price, costs and their effect on pricing decisions, Financial analysis: pricing for profit.

UNIT -IV

Competition: managing conflict thoughtfully, pricing in channels of distribution: managing multiple transactions and relationships,
pricing over the product life cycle: adapting strategy in an evolving market .

UNIT -V

Price and value measurement: research techniques to supplement judgment, price cutting, reacting to a price change, Ethics and the law: understanding the constraints on pricing.

References :

1. Price Management by Hermann Simon.
2. Power pricing by Robert J.Dolan & Hermann Simon.
3. The Price Advantage by Michael V. Marn, Eric V. Roegner et al.
4. Marketing management – Kotler.

MS386 CORPORATE RESTRUCTURING AND VALUATION

Credit 3:0:0

Marks 40+60

Aim : Objective of this course is to enable the students to understand the rationale behind the corporate restructuring strategies especially mergers and acquisitions in the current globalization scenario.. It also provides students with a basic framework for valuation of firms

Unit -I

Corporate restructuring- meaning, circumstances and strategies.

Valuation of companies,-framework for valuations, Estimation of values, P. E ratio, Intrinsic value, book value, cash flow analysis, 2stage and 3 stage growth models - Case study.

Unit - II

Value based Management:

Share buy backs-concept, process, motives and rewards-legal framework of share buy back in India, Asset Buy Out (ABO) - Case study

Unit - III

Mergers, Acquisitions, and Take Over - concept, types and forms and motives of merger. Common Take over Tactics and Defensive strategies. Swap ratio, Regulatory frame work – Tax and legal aspects. SEBI take over code.

Unit - IV

Structuring the merger deal and Financing of Merger deals. Spin-offs, demergers, Leveraged buyouts (LBO)-concept and process-motives and implications of leveraged LBOs, employee buy outs-concept and process -Bankruptcy and debt reorganization-refunding operations.

Unit - V

Bought out deals(BOD) - Strategic alliances-motives and rewards-rejuvenation of sick industries-role of BIFR in reviving sick units in India-other infrastructure support for financial reorganization.

Reference

1. Chandra Prasanna, Financial Management, Tata McGraw Hill (3rd Edition)
2. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, 3rd edition, 2005, John Wiley & Sons
3. Weston J Fred, Chung kwing S and Hoag Susan E, Mergers, Restructuring and Corporate Control, Prentice Hall of India Ltd.
4. Finnerty John D.,Corporate Financial Analysis ,McGraw Hill,
5. Maheswari S.N.,Financial statement Analysis,Sultan Chand & Sons

MS387 RURAL MARKETING

Credit 3:0:0

Marks 40+60

Unit I: Introduction

Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets

Unit II : Rural marketing environment

Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas — rural demand

Unit III : Rural marketing strategies

Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing

Unit IV : Rural Sector marketing

Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products- health and financial services

Unit V

Role of financial institutions, commercial banks and cooperative institutions in rural marketing – problems and challenges in rural marketing
- CASE STUDIES – with Indian context

Text Books

1. Rural Marketing – T P Gopaldaswamy – Vikas Publishing House
2. Rural Marketing – R V Badi, N V Badi – HPH, 2/e, 2005
3. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005

Reference Books

1. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004

2. Rural Marketing – Sukhpal Singh – Vikas Publishers
3. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
4. Agricultural Marketing In India – Acharya – Oxford I B H

MS388 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credit 3:1:0

Marks 40+60

Unit – I

Introduction: A new mandate for HRM. The context/environment for SHRM - Strategic Management approach to HRM – Theoretical and conceptual perspectives

Unit – II

Strategy formulation: - typology for SHRM – classification of HR types – determinants of SHRM

Recruitment and retention strategies: Strategic role of HR planning - Strategic recruitment – Outsourcing - aligning Staffing practice with strategy - strategic approach to retention and development. Strategic approach to downsizing – steps, models (six sigma) and effects.

Unit – III

Aligning performance management systems with the firm's strategy – measuring performance for competitive advantage – behaviour and performance.

Strategic compensation systems: The best way to pay – Competitiveness in compensation - compensation policies and business strategy – Aligning rewards to HR strategy.

Unit IV

Aligning Business / Competitive strategy with firm performance – aligning HRM practices to organizational outcome – alignment through organization development – designing an integrated HR system - Measuring the impact of SHRM: Determinants of business results, Holistic frameworks, Balance Score card.

Unit – V

People Capability Maturity Model.- an experiential learning.

Human resource information management system and its contribution to SHRM – uses, issues and crucial features of HRIMS as management support system - Strategic HR planning and HR information management systems.

Text book

1. Greer, C.R. *Strategic Human Resource Management: A general Management Approach.* (2 Edn). Pearson Education. Asia.

Reference books

1. Holbeche, L. (2001). *Aligning Human Resources and Business Strategy.* (2nd Edn.). Butterworth Heinemann: Delhi.

2. Dreher, & Dougherty, (2005). Human Resource Strategy: A behavioural perspective for General Managers. Tata Mcgrawhill: New Delhi.
3. Walker, J.W. (1992). Human Resource Strategy. McGrawHill: New York

MS389 INDIAN FINANCIAL SYSTEM

Credit 3:0:0

Marks 40+60

Unit I

Financial systems and economic development – Basic functions – Indian financial system: an overview- structure of the Indian financial system.

Unit II

Financial Intermediaries: Commercial banks: evolution –Prudential / Exposure norms and securitisation/ Reconstruction of financial assets and enforcement of security interest.

Unit III

NBFC's: RBI act framework- acceptance of public deposits directions- Prudential norms directions

Unit IV

Mutual funds: Regulations and operations – SEBI mutual funds regulations- SEBI mutual funds guidelines – Classification of schemes.

Unit V

Bank services: Bill Discounting, Factoring – Features, Mechanism of Factoring – Housing loans, Bank Cards., Depository services, Banc assurance, net Banking : Marketing strategies

Text Books

1. Khan M Y, Indian Financial System, 4th ed., Tata McGraw Hill
2. Thripathy 'Financial Instruments & Services', 1st Edition, Prentice-Hall of India Private Limited, New Delhi.

Reference Books

1. Bharati V. Pathak, 'Indian Financial System', 2003 Edition, Pearson Education.
2. Bhole LM, Financial Markets & Institutions, 4th edition, Tata McGraw Hill.
3. Sahadevan & Thiripdaraju, 'Mutual Funds, Data, Interpretation & Analysis, Prentice-Hall of India private Limited.

Additional Readings

1. RBI Rules , Regulations, notifications
2. SEBI Rules , Regulations, notifications

**SCHOOL OF
MANAGEMENT**

ADDITIONAL SUBJECTS

Code No.	Course Title	Credit
MS203	Managerial Skills	2:0:0
MS204	Marketing Management	3:0:0
MS205	Personnel Management and Industrial Psychology	3:0:0
MS206	Entrepreneurship	3:0:0
MS207	Supply Chain Management	3:0:0
MS208	Leadership and Governance	2:0:0
MS390	Business Law	3:0:0
MS391	Financial Management	3:0:0
MS392	Management Concepts	3:0:0
MS393	Business Statistics	3:0:0
MS394	Organizational Behaviour	3:0:0
MS395	Basic Financial Accounting	3:0:0
MS396	Micro Economics	3:0:0
MS397	Computer Applications in Management	0:0:2
MS398	Research Methods for Management	3:0:0
MS399	Applied Operations Research	3:0:0
MS3100	Human Resource Management	3:0:0
MS3101	Managerial Communication	3:0:0
MS3102	Macro Economics	3:0:0
MS3103	Management Accounting	3:0:0
MS3104	Marketing Management – I	3:0:0
MS3105	DABD	0:0:2
MS3106	Strategic Management	3:0:0
MS3107	Production Management	3:0:0
MS3108	Marketing Management II	3:0:0
MS3109	Entrepreneurial Development	3:0:0
MS3110	Industrial Marketing	3:0:0
MS3111	Research Methods for Media	3:0:0
MS3112	Print Media and Photo Journalism	3:0:0
MS3113	Financial Modelling	3:0:0
MS3114	Personal Financial Planning	3:0:0
MS3115	Performance Management and Rewards System	3:0:0
MS3116	Talent Management	3:0:0
MS3117	Supply Chain Management	3:0:0
MS3118	Quantitative Techniques	3:0:0
MS3119	Micro Economics	3:0:0
MS3120	Research Methods for Management	3:0:0
MS3121	Basic Financial Accounting	3:0:0
MS3122	Management Accounting	3:0:0
MS3123	Financial Management	3:0:0
MS3124	Operations Research	3:0:0
MS3125	Human Resource Management	3:0:0
MS3126	Managerial Communication	3:0:0

MS3127	Macro Economics	3:0:0
MS3128	Project Management	3:0:0
MS3129	Strategic Cost Management	3:0:0
MS3130	Business Environment and Commercial Law	3:1:0
MS3131	Management of Innovation	4:0:0

MS203 MANAGERIAL SKILLS

Credit 2:0:0

Unit : I Motivation Leadership

Definition – Concept of instinct, needs drives and motives- Maslow’s theory of Hierarchy of Needs Herzberg’s Two Factors theory- Tips to motivate self and others - Leading and Managing Management Leadership- Characteristics of a leader- role and functions of a leader – Managerial Grid- Instrument: Motivation profile and leadership Style.

Unit – II Creativity

Basic concepts Mental Abilities – Barriers to creativity Convergent and divergent thinking- Improving creativity - Problem Solving methods - 12 steps to creativity problems solving- Games on Creativity.

Unit III Governance

Types of Governance: Global governance- Corporate governance- Democratic governance, Participatory governance- Project governance- e- governance- Elements of effective Governance- case studies of effective governance models.

Unit IV Team Building & Conflict Management

Groups and Teams- Team basics – Stages of team building – forming storming, norming, performing, adjourning Characteristics of effective teams - Role Plays

Unit V Group Discussion and personal Interview

Preparations of Group Discussions – Techniques – Challenges – Etiquettes ; **Personal Interview**: Principles – Techniques – Preparation for interview – Criteria for successful interview – Mock Sessions.

References:

1. Behaviour in Organisations- Jerald Greenberg, Robert A. Baron, Pearson Education, 8th ed.2003
2. Corporate Creativity – The Winning Edge Pradip N Khandwalla. Published by Tata McGraw Hill
3. Creativity, Timple, Dale.A(2005), Jaico Publishing House,. Mumbai
4. E-governance by Rao V.M Publisher: Abd Publishers.
5. Entrepreneurial Development (S S Khanka, S.Chand Publications) First Edition
6. Entrepreneurship Development (Paperback- 2005) by Sudhir Sharma, Balraj Singh,Sandeep Singhal, Wisdom Publications, Delhi
7. Entrepreneurship: New Venture Creation by David H. Holt Publisher: Prentice Hall
8. Human Development Report, 1999 UNDP

9. Leadership Through People Skills / Lefton, R.E Buzzotta,V.R.McGraw Hill, Edition 2004
10. Organizational Behaviour – by Robbins, Stephen P Edition: 10th ed. Illustrated Binding: Hard cover Publisher: Prentice Hall
11. Organizational Behaviour by Steven L., McShange, Mary Ann Van Glinow, Tata McGraw Hill Company Ltd.
12. Organizational Behaviour”. John W. Newstrom /Ketith Davis,(2002) (Human Behaviour at. Work). Tata McGraw Hill Publishing Company Ltd.
13. Corporate Governance By John L, Colley, Jacqueline L. Doyle, Published 2003 McGraw – Hill Professional
14. Communicating at Work: Principles and Practices for Business and the Professions Adler, Ronald B., New York: Randon House, 1995.
15. How to write and Speak Better, The Reader’s Digest Kahn, John Ellison, Ed., Association Ltd, London,1993.
16. Thesis and Assignment Writing, Anderson, Janathan et.al., Wiley Eastern Ltd, New Delhi, 1992.

MS204 MARKETING MANAGEMENT

Credits 3:0:0

Unit: I Marketing

Scope, Marketing concepts, Marketing functions, Marketing environment, Marketing plan, Marketing research, Market intelligence systems, and Customer Relationship Management

Unit: II Product

Product types and levels, Product planning, Product positioning, New product development, Product life cycle, Packaging and labeling

Unit: III Pricing

Pricing objectives and methods, Setting and modifying the price, Initiating and responding to price changes.

Unit: IV Physical distribution

Distribution mix, Channel management, Inventory, Transportation and Warehousing.

Unit: V Promotion

Promotion mix, Advertising campaign, Media strategy, Advertising agencies, Sales promotion, Personal selling and Public Relations.

Text Book:

Philip Kotler, (2006). Marketing Management, 12e, PHI, New Delhi.

Reference Books:

1. Arunkumar and Meenakshi, (2005). Marketing Management, Vikas, New Delhi.
2. Grewal and Levy, Marketing, TMH.India

3. Tapan K. Panda. (2007). Marketing Management: Text and Cases. 2e. India: Excel

MS205 PERSONNEL MANAGEMENT AND INDUSTRIAL PSYCHOLOGY

Cerdit:3:0:0

Unit I

Definition and Concept of Personnel Management - Management: Functions of Human Resource Management: - Emerging Role of Human Resource Management: Role of HR Executives

Definition of Human Resource Planning - The Process of Human Resource Planning - Managing the Forecasted Demand/Surplus ; Concept of Job Analysis – Job description and Job specification, Concept of Recruitment - Recruitment Policy - Sources of Recruitment ; Concept of Selection - The Selection Process - Selection Tests – Interviews ;

Unit II

Performance Appraisal , Objectives of Performance Appraisal - Performance Appraisal Methods:- The Appraisal Interview: Definition and Purpose of Training - Improving Employee Performance, Updating Employee Skills, Avoiding Managerial Obsolescence, Preparing for Promotion and Managerial Succession, Retaining and Motivating Employees, Assessing Training Needs; Areas of Training; Training Methods.

Unit III

Wage and Salary Administration: purpose - Basic Wage Plans - Variable Compensation - Executive Compensation - Wage Differentials - Types of Incentive Plans: Short-term Plans, Long-Term Plans - Non Monetary Incentives - Employee Benefits - Objectives of Employee Benefits - History and Evolution of Benefits. Causes of Safety and Health Problems at the Work Place: Lack of Education and Training, Human Errors, Technical Errors, Psychological Problems, Occupational Hazards and Risks - Provisions to Prevent Accidents at the Work Place

Unit IV

The role of the psychologist in industry, The field of occupational Psychology: Study of behaviour in work situation and applications of Psychological principles to problems of selection, Placement, Counselling and training

Design of work environments: Human engineering and physical environment techniques of job analysis. Social environment- Group dynamics in Industry

Unit V

Special Study of problem of fatigue, boredom and accidents, Consumer behaviour; study of consumer preference.

Industrial morale, the nature and scope of engineering psychology, efficiency at work: the concept of efficiency, the work curve, its characteristics, Time and motion study, its contribution and failure resistance to time and motion studies, need for allowances in time and motion study

Reference books

- 1) Personnel Management Mamoria C.B. Himalaya Publications, Reprint 1998
- 2) Kaila, H.L. (2006). Industrial Psychology. (1st Edn.), India: The Associated Publishers

MS206 ENTREPRENEURSHIP**Credit :3:0:0****Objective:**

1. To develop entrepreneurial skills that may contribute to the success of the students' practical learning experience.
2. To investigate the types of resources and sources that may be used to evaluate and plan an entrepreneurial venture.
3. To develop a venture plan that can be used as a planning tool for a specific potential opportunity and idea
4. To explore the career choices available to the entrepreneur/intrapreneur.

Unit I :

Entrepreneur – Characteristics of Entrepreneurs - Types of Entrepreneurs - Intrepeneur - Diffenernce between Entrepreneur and Intrapreneur - Economic Growth and its influence on Entrepreneurship, Factors affecting Entrepreneurial Growth.

Unit II

Motives that influence Entrepreneur- Achievement Motivation Training, Self Rating, Business game, Thematic Apperception Test - Risk Management. Entrepreneurship Development Programs - Need, objectives.

Unit III:

Small Enterprises-definition, Classification - Characteristics, ownership structure-Project Formulation – Steps involved in setting up a Business - Identifying, Selecting a good business opportunity Market survey and Research, Techno economic Feasibility Assessment - Preliminary Project Report-Project Appraisal-Sources of information-Classification of needs and Agencies.

Unit IV:

Need-Sources of Finance, Term Loans, Capital structure, Financial Institutions, Management of working capital, Costing Break Even Analysis, Network analysis - Taxation - Income Tax, Excise Duty - Sales Tax.

Unit V:

Institutional Support to Entrepreneurs-Sickness in small Business – Business plan - Concept, Magnitude, Causes and Consequences, Corrective measures - Government Policy for small Scale Enterprise - Growth strategies in small Industry - Expansion, Diversification, Joint venture, Merger, sub-contracting.

Text Book: 1. S.S. Khanka, Entrepreneurial Development, S.Chand & Co. Ltd, Ram Nagar , New Delhi,1999.

Reference Book:

1. EDII - " Faculty & External experts - A Hand Book for new Entrepreneurs. Publishers Entrepreneurship Development ", Institute of India, Ahmedabad, 1986.
2. Vasanth Desai "Dynamics of Entrepreneurial Development and Management" Himalaya Publishing House.
3. N.P.Srinivasan & G.P. Gupta "Entrepreneurial Development" Sultanchand & Sons.
4. P.Saravanavelu "Entrepreneurship Development" Eskapee publications.

MS207 SUPPLY CHAIN MANAGEMENT**Credits 3:0:0**

Objective: To make the student understand how to maximize the overall value generated. The value a supply chain generates is the difference between what the final product is worth to the customer and the effort the supply chain expends in filling the customer's request.

Unit - I

Development of SCM concepts and Definitions – key decision areas – strategic Supply Chain Management and Key components, External Drivers of Change.
Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

Unit - II

Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

Unit - III

Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.

Unit – IV

Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

Unit - V

Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.

References:

1. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.
3. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.

MS208 LEADERSHIP AND GOVERNANCE

Credit: 2:0:0

Unit I: Definition and Components

Trait versus process leadership, assigned versus emergent leadership, leadership and power, leadership and coercion, leadership and management, intelligent, self confidence, determination, integrity, sociability

Unit II Leadership Style and Approaches

Skill Approach: Technical skill, human skill, conceptual skill, skill model, individual attributes, style approach: Case studies, strength, criticism, application, situational approach: Case studies

Unit III Basics of Leadership Theories

Contingency theory: Situational variables, path goal theory: Directive leadership, supportive leadership, participative leadership, subordinates characteristics, leader member exchange theory, transformational leadership, team leadership

Unit IV Leadership and Governance

Leadership and Humanitarian challenges, Globalization, Development and leadership, Non violent leadership, Leadership and conflict prevention, Case studies, E-Governance and accountability in the administration, e governance projects in India Case studies

Unit V Governance and development

People ,power public space, Aid Conditionality and Governance Agendas Democratic Accountability, Human Rights , Rule of Law , Decentralization of Political Power , Political Pluralism, Political Participation , Eradicating Corruption , Transparent and Accountable Administration, Efficient Public Management, Economic Reform and Poverty Reduction, Democracy and Development

Text Book:

Peter. G. Northouse, Leadership: Theory and Practice, Sage Publications, 2007.

References:

1. Max Depree, Leadership is an Art, Random House, 2004.
2. Kouzes.M.James, The Leadership Challenges, Wiley, 2007.
3. Smith .B.C, Good Governance and Development, Palgrave Mac Millan, 2007

MS390 BUSINESS LAW

Credits 3:0:0

Unit I

Introduction: Meaning and Scope of business law -Indian Contract Act of 1872 : Definition – types of contract – essentials – offer, acceptance, consideration capacity of parties – free consent (meaning only) – legality of object and consideration – various modes of discharge of a contract – remedies for breach of contract.

Special Contracts: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit II

Indian Partnership Act-1932: Constitution of partnership,- Rights, duties and Liabilities of partners, Dissolution of partnership.

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

Unit III

Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management – Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

Intellectual Property Legislations : Meaning and scope of intellectual properties – Paten Act- WTO agreements :inventions – patentee – true and first inventor – procedure for grant of process and product patents, WTO rules as to patents (in brief).Rights of patent holder.

Unit IV

Competition Law 2003 : Meaning and scope, salient features, offences and penalties under the Act.

Foreign Exchange Management Act 1999 : Objectives, Scope and salient features – offences under the act.

Unit V

The Environment Protection Act of 1986 : Power of central Government in relation to protection of environment and prevention of environment pollution.

Consumer Protection Act. [COPRA] 1986 : Consumer Protection Council – consumer redressal agencies.

Reference Books

1. Tulsian - Business Law, Tata McGraw Hill, New Delhi.
2. Aswathappa. K & Ramachandra – Business Law, HPH, Mumbai.
3. Kapoor N.D. - Business Law, Sultan Chand & Co.
- 4.. Garg, Sareen, Sharma & Chawla - Business Law.
5. M.C. Kuchhal, Business Law.
6. Anupam Goyal : The WTO and International Environmental Law Towards Conciliation:OUP publications

MS391 FINANCIAL MANAGEMENT

Credits 3:0:0

Unit: I

Objectives and functions of financial Management - Role of Financial Management in the organization - Risk-Return relationship. Time value of money concepts – Primary and secondary market and their characteristics. Sources of finance - Role of SEBI in Capital Issues.

Unit: II

Cost of Capital - computation for each source of finance and weighted average cost of capital - EBIT - EPS Analysis - operating Leverage - Financial Leverage – Problems / Case.

Unit: III

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy – CAPM

Unit: IV

Working Capital Management –Nature – Meaning – Objectives – Needs – Inventory management – Economic Order Quantity- Trade off between profitability and risk – Financing mix – Hedging and conservative approach working capital policies – Factors affecting working capital requirements – Working capital estimate – Introduction to International Finance – Mergers and Acquisitions – Foreign Exchange

Unit: V

Capital Budgeting – Conflict in criteria for evaluation - Capital Rationing - Risk analysis in Capital Budgeting – Problems / Case

Text book

Pandey I.M. (2005). Financial Management. New Delhi: Vikas Publishing House Pvt. Ltd.,

Reference Books

1. Van Horne J.C 1994. Financial Management and Policy. New Delhi: Prentice Hall of India Pvt. Ltd.,
2. Chandra, Prasanna, 1998. Financial Management: Theory and Practice. New Delhi: Tata McGraw Hill Publishing Co. Ltd.,
3. Brealey R.A and Myers S.C 1988. Principles of Corporate Finance, New York: McGraw Hill Book Company
4. P.V.Kulkarni, B.G.Sathya Prasad, Financial Management, Himalaya Publishing House – ninth revised edition – 1999.
5. John J.Hampton, Financial Decision Making – Concepts, Problems and Cases, Prentice Hall of India P. Ltd., New Delhi (1994)
6. Apte.P.G, International Financial Management, Tata Mc Graw Hill, New Delhi

MS392 MANAGEMENT CONCEPTS

Credits 3:0:0

Unit: I Management:

Introduction – Principles – Functions of Management. Evolution of Management – Scientific theories – Scope of Management – Application of Functions of Management in Industry, Government Institutions, Non – Government Organizations, Service Sectors and in Education – Functions of a Manager. Management and Society – Concept of Social Responsibility

Unit: II Planning:

Introduction – Premises - Types of planning: Policies – Procedures – Strategies. Strategy Formulation, Programmes, Methods, Rules, Budgets. Objectives: MBO. Forecasting - Decision Making: Types of decision making, decision making through Quantitative Methods.

Unit: III Organizing:

Organizational Structure - Theories of Organization - Span of Management - Line & staff functions. Authority & Responsibility - Centralization and Decentralization - delegation of authority, Departmentation: Basis of Departmentation, Factors to be considered in the establishment of organization.

Staffing: Introduction (To be dealt elaborate in Human Resource Paper)

Unit: IV Directing:

Introduction – Principles of Directing, Supervision. Leadership: Leadership Qualities, Styles – Managerial Grid. Motivation: Motive, Desire and Satisfaction. Motivational Theories (Introduction only) - Morale and Discipline.

Unit: V Coordination:

Principles, types and techniques.

Controlling: The objectives and process of control - Role of information in control- Performance standard – Measurement of performance, remedial act – Integrated control system in an organization. Control Techniques: Traditional and Modern.

Text Books

Koontz.H and Wehrich, 2004, Management, Newyork: McGraw Hill Book Co.

Reference Books

1. Stoner J.A.F and Freeman R.E, Management, 6th Edition, Prentice Hall, New Delhi.
2. Wehrich & Koontz, Management: A Global Perspective, 1993, McGraw Hill, New Delhi.
3. P.C. Tripathy – Principles & Practices of Management, McGraw Hill Book Co.

MS393 BUSINESS STATISTICS

Credits 3:0:0

Unit: I

Introduction to statistics – purpose of statistics – kinds of numbers, measurements, variables, attributes, Units, discrete and continuous data.

Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit: II

Concept of probability – Law of Addition – Law of Multiplication and conditional probabilities – Random variables – Its expectation and variances – Applications in Management.

Probability distributions: - Binomial distribution, Poisson distribution and normal distribution.

Unit: III

Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions

Unit: IV

Analysis of Variance – Pearson Correlation – Scatter Diagram – Coefficient of correlation – Rank Correlation – Correlation – Regression

Unit: V

Time Series: Stationary Tests – Volatility and forecasting – GARCH (Generalized Autoregressive Conditional Heteroskedasticity) – Augmented Dicky-Fuller tests – Likelihood ratio (LR) – AIC (Akaike information criterion) – OLS (Ordinary Least Square) - VAR (Vector Auto- Regression).

MS394 ORGANIZATIONAL BEHAVIOR**Credits 3:0:0****Unit: I**

Organisational Behaviour - as a subject, History and Development; contributing disciplines, Importance of OB to the field of management, Hawthorne studies - classical and modern approaches to management; systems approach to OB.

Unit: II

Basic behavioural Process: Cognitive functions - intelligence, Creativity, Problem solving, Learning and its process - implications, Attitudes and Values, Personality - Concepts, theories, estimation and applications; Perception - implications, counseling - importance and relevance, Emotions and stress – managing emotions and stress.

Unit: III

Motivation - Theories and applications to management, Behaviour modification (OB mod), Communication - interpersonal communication - Methods to improve interpersonal Communication; Career dynamics; Groups - Characteristics and processes, Group dynamics, norms, cohesiveness, decision making in groups.

Unit: IV

Leadership - Role and functions of a leader, Leadership theories and styles, implications for management, Alternatives to leadership; Organizational change: Approaches and resistance to change, Manager as a change agent; Conflict management, nature, sources.

Unit: V

Organizational culture - relevance of culture in the changing scenario, Organizational Politics, impression management and defensive behaviour. OB in the global context. Current applications and future trends in OB.

Text Books

1. Robbins S.P, 1999, Organizational Behaviour: Concepts, Conventions And Applications, New Delhi, Prentice Hall.

Reference Books

1. Luthans F, 1998, Organizational Behaviour, Boston: Irwin
2. Moorhead.G and Griffin, 1996, Organizational Behaviour Bombay: Jaico Publishing House
3. Umasekaran, 1996, Organizational Behaviour, New Delhi: Tata McGraw Hill.
4. Greenberg, J., & Baron, R.A. Behavior in Organisations. (9th Edn.). India: Pearson Education.

MS395 BASIC FINANCIAL ACCOUNTING

(For MBA – Construction Management, this subject may be taught with specific reference to accounting principles in Construction Management)

Credits 3:0:0

Unit I :

Fundamental concepts, principles and rules of accounting – Accounting standards -Double Entry Book Keeping – Classification of accounts – Classification of expenditure and receipts – Capital and revenue expenditure – deferred revenue expenditure, capital and revenue receipts.

Unit II :

Journal and ledger – Trial balance – Methods of preparing Trial Balance Subsidiary Books and cash book .

Unit III :

Manufacturing Account – Final accounts _ Trading Account – Profit and Loss Account – Balance Sheet.

Unit IV :

Single entry system and double entry system- Depreciation- meaning –objectives- Basis and methods of providing Depreciation

Unit V :

Consignment and joint venture - simple problems

Text book

Maheshwari, S. N. (2005). Financial Accounting. New Delhi: Vikas Publishing House

Reference Books

1. Sukla and Grewal, Advanced Accountancy, New Delhi: Sulthan Chand & Sons.
2. Gupta and Radhasamy, Advanced Accountancy, New Delhi: Sulthan Chand & Sons..
3. Jain and Narang, Advanced Accountancy, New Delhi: Sulthan Chand & Sons.
4. Grewal T.s. 1999. Double Entry Book-Keeping. New Delhi: Sultan Chand & Sons

MS396 MICRO ECONOMICS**Credits 3:0:0****Unit: I**

Introduction: Nature and Scope of Economics, Difference between Micro and Macro Economics, Central Problems of an Economy; Theory of Demand - Marginal Utility Analysis, Indifference Curve Analysis, Law of Demand, Price Effect as a Combination of Income and Substitution Effects, Consumer Surplus and Producer Surplus.

Unit: II

Elasticity of Demand: Price, Cross and Income Elasticities; Revenue and Elasticity; Production Function- Laws of Returns and Laws of Returns to Scale, Cost of Production- Short-run and Long-run-Traditional and Modern Theories; Law of Supply- Supply Curves under Increasing, Diminishing and Constant Cost Industries.

Unit: III

Theory of Firm: Optimizing Behaviour and Isoquant Analysis; Market- Price and Output Determination under Perfect Competition, Pure Monopoly, Discriminating Monopoly, Multiplant Monopoly, Bilateral Monopoly, Monopolistic Competition and Oligopoly.

Unit: IV

Indifference curve, income and substitution effects, ordinary and compensated demand curves, elasticity of demand. Theory of consumer behaviour under risk and uncertainty. Short run and long run production functions. Law of variable proportions.

Unit: V

Least cost combination. Elasticity of substitution. Euler's theorem. Technical progress and production function. Cost curves. Determination of price and output under different market structures.

Text books:

Ahuja H.L., 1967, Modern Economic Theory, 3rd ed., published by S. Chand.

Reference Books:

“Advanced Economic Theory”, M.L. Jingan.

“Micro economics”, M.L.Jingan

MS397 COMPUTER APPLICATIONS IN MANAGEMENT

Credits:0:0:2

1. Computer, its components and functioning.
2. Windows 2000: Use of basic features.
3. Introduction to Networking
4. MS-OFFICE: Use of Word, Access, Excel & Power Point.
5. Basic knowledge in working of SPSS – Analysis of Correlation and Regression
6. Exposure to Financial Packages - CMIE

Text Books

1. Rajaraman, V. 2002, “Fundamentals of Computers”. Prentice-Hall of India, New Delhi

Reference Book

1. Orilla Lawrence, S. Computers and Information: An Introduction, Mc Graw Hill, New Delhi.
2. Jain Sathish. Computers Fundamentals of 'O' Level Examinations (Module BPB Publications, New Delhi.

MS398 RESEARCH METHODS FOR MANAGEMENT

Credits 3:0:0

Unit I

Introduction to basic research - Research process – Research Design: Descriptive Design, Exploratory Design, Causal Design – Problem Identification – Research objectives – Hypothesis: Types, Characteristics, Level of Significance & Errors.

Unit II

Review of literature: Need – search procedure – sources – planning the review work; construct development; construction of questionnaire.

Fundamentals of measurement and scaling - Types of scales – Nominal, Ordinal, Interval and Ratio - Scaling Techniques - Scale construction techniques – Sampling basics – Types of sampling - Sampling Techniques.

- i) Exercises on scaling
- ii) Exercises on sampling techniques

Unit III

Sources of data - Data collection Techniques - Data preparation for analysis: Data Editing & Coding - Central Editing - Field Editing - Cross Tabulations

- i) Exercises on formulation of questionnaire
- ii) Exercises on data collection techniques
- iii) Exercise on data editing

Unit IV

Parametric and Non-parametric tests – Selection of tests for analysis

- i) Exercises on analysis techniques
- ii) Practical orientation on data analysis using statistical software

Unit V

Data Interpretation of analysis - Report generation.

- i) Exercises on conclusion building and report generation
- ii) Report writing formats

Text Books

1. Cooper D.R and Schindler P.S, 1998. Business Research Method. Singapore: McGraw Hill International Editions.

Reference Books

1. Kothari C.R 1999. Research Methodology. New Delhi: Wiley & Sons.
2. Krishnaswami, O. R. (2005). Methodology of Research in Social Sciences. India: Himalaya Publishing House.

MS399 APPLIED OPERATIONS RESEARCH

Credit 3:0:0

Unit – I Linear Programming:

Introduction – Mathematical formulation of a problem – Graphical solutions – General LPP – Artificial Variable Technique – Two Phases Simplex Method.
Duality – Dual & Simple Method – Dual Simplex Method – Application to management decisions.

Unit – II Transportation & Assignment:

Introduction – Initial basic feasible solution – NWC method – Lease Cost Method – Vogel's Method – MODI – moving towards optimality without Degeneracy – Assignment Algorithm – Hungarian Method & problems.

Game Theory: Games and Strategies – Two – Person Zero Sum game – Maxmin – Min Max Principle – Dominance and graphical method – Simple problems.

Unit – III Sequencing problem

processing of n jobs through 2 machines, 3 machines, machines – Graphical method

Replacement of items that deteriorate gradually with time – without time that fails completely – Individual & group replacement.

Unit – IV Queuing theory:

Basic queuing situations – single server queuing model – multiple server queuing models – non exponential service times

Decision theory: Framework, pay-of-tables; decision criteria – Loss tables; Regret tables, value of perfect information; Decision trees and their uses.

Unit – V : Network Models and simulation.

Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT – problems.

Simulation: Concepts and Applications; Illustration of Monte Carlo simulation through simple examples; computing measure of performance consults; limitations – using computer for formulation.

Text Books

Taha, H. A (2002). Operations Research: An Introduction. (7th Edn.), McMillan

Reference Book

1. Kati Swarup, Gupta and Manmohan, Operations Research, New Delhi: Sultan Chand and Sons,
2. S.D.Sharma, An Introduction – Fundamentals of Operations Research

MS3100 HUMAN RESOURCE MANAGEMENT

Credits 3:0:0

Objectives:

To understand Human Resource Services and staff development programmes responsive to the needs of employees and delivered at highest possible standards of quality.

Unit I

Definition and Concept of Human Resource Management - History - Emerging Role of Human Resource Management - Role of HR Executives - Challenges to HR Professionals

Organizational Structure and Human Resource Management - Human Resource Management in Harmony:

Definition of Human Resource Planning - The Process - Concept of Job Analysis - Job Analysis Methods - Uses of Job Analysis ; Concept of Job Design ; Recruitment - Recruitment Policy - Concept of Selection - The Selection Process - Concept of Orientation - The Process of Socialization.

Unit II

Concept of Career - Career Anchors: - - Succession Planning: - Concept of Performance Appraisal , Objectives - Performance Appraisal Methods:- Purpose of Training - Improving Employee Performance, Retaining and Motivating Employees, - Assessing Training Needs; Areas of Training; Training Methods ; Management Development Methods; Evaluating a Management Development Programme

Unit III

Wage and Salary Administration - Compensation Administration, Concepts of Different Wages –

Executive Compensation - National Wage Policy - Concept of Rewards - Types of Incentive Plans: - Some Modern Concepts in Employee Benefit Schemes. ;

Unit IV

Causes of Safety and Health Problems at the Work Place: Prerequisites for an Effective Safety and Health Policy, - Stress and its Consequences on Employee Performance:: Importance of Ergonomics. Concept of Grievance - Causes of Grievance Need for a Grievance Redressal Procedure - Grievance Redressal Procedure in Unionized Organizations - Legislative Aspects of the Grievance Redressal Procedure in India Conflict Resolution.

Unit V

Discipline - Aims and Objectives of Discipline - Forms and Types of Discipline - Acts of Indiscipline or Misconduct - Principles of Maintaining Discipline - Disciplinary Procedure ; Industrial Employment Standing Orders Act, 1946.

Trade Unions, Characteristics, Functions, Types, Classification of Trade unions

Industrial Relations : The Different Roles in Industrial Relations: Concept of Collective Bargaining - Objectives of Collective Bargaining - The Collective Bargaining Process:

Participation in Management - Purpose - Workers' Participation in India

Quality of Work Life - Methods to Improve QWL: Benefits of QWL Programs - Challenges in Implementing QWL Programs. Quality Circles -

Recommended Books:

Text books

1. Human Resource Management: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited. 1995

Reference Books:

1. Managing Human Resources: Productivity, Quality of Work life, profit. Wayne, F. Cascio: Tata McGraw Hill. (7th Edn.),
2. Human Resource Management: An Experiential Approach, Irwin/McGraw-Hill, Second Edition 1998.
3. Personnel Management/Human Resource Management. New Delhi – Bhatia S.K. Deep & Deep Publications 1999.
4. Personnel Management Mamoria C.B. Himalaya Publications, Reprint 1998
5. Industrial Relations – Monappa, Arun Industrial Relations Tata Mc Graw-Hill Publishing Co Ltd., Reprint 2002.

MS3101 MANAGERIAL COMMUNICATION

Credits 3:0:0

Objective:

This paper may be conducted in a more practical way in order to improve the communication skills of the students

Unit: I

Fundamentals of Communication – History, Process, Objectives, Types, Essentials, ten commandments and seven Cs of communication, significance for management, Media, Non verbal communication, Barriers to communication, Principles of effective communication.

Unit: II

Letter writing – Essential parts and optional parts of a letter, planning a letter, legal implications, and letter writing exercises.

Report writing – Types, layout of a report, essentials of a good report, report preparation exercises.

Effective Speaking: Introduction, techniques of effective speech, Interviews.

Unit: III

Oral communication – Audience analysis, preparing a speech, types of oral presentations, principles for making an effective oral presentation, evaluating an oral presentation and oral communication exercises.

Unit IV

Management Communication: Introduction, Principles for effective organizational communication, a communication process, Management by communication, impression management

Unit V

Recent trends in communication technologies: Introduction, Communication systems, visual aids, audio systems, computer aided design/ computer aided instructions and learning.

Text Book

Flatley, M.E., Lesikar, R. (2004). Basic Business Communication. (10th Edn.), Irwin Professional publication

Reference Books:

Rayudu, (2007). Communication. (8th Edn.), India: Himalaya Publishing House

Murphy, H.A. (1997). Effective business communication. Mc GrawHill / Irwin.

MS3102 MACRO ECONOMICS

Credits 3:0:0

Unit: I

Science of Macro Economics and Circular Flow; National Income Accounting: Concepts and Measurements; Aggregate Demand and Aggregate Supply- Classical Theory of Employment.

Unit: II

Keynesian Theory of Effective Demand; Consumption and Investment Functions; Investment Multiplier; Accelerator.

Unit: III

National income - concepts and measurement, social accounting, input - output accounting and green accounting. Consumption hypotheses - absolute, relative, life-cycle and permanent income hypotheses. Marginal efficiency of capital and investment.

Unit: IV

Multipliers and accelerator. Theories of demand for money - Classical, Keynesian, Friedman, Baumol and Tobin. The components of money supply. RBI approach to money supply. High powered money and money multiplier. The IS-LM model.

Unit: V

The relative effectiveness of monetary and fiscal policies. Classical, Keynesian and Post-Keynesian theories of determination of income and output. Philips curve. Mundell-Flemming model. Neo classical approach to macro economics. Theories of trade cycle.

Text books

Ahuja H.L., 1967, Modern Economic Theory, 3rd ed., published by S. Chand.

Reference Books:

“Advanced Economic Theory”, M.L. Jingan.

“Macro economics”, M.L.Jingan

MS3103 MANAGEMENT ACCOUNTING

Credits 3:0:0

Unit: I Introduction

Management Accounting – Meaning and definition – Nature – Scope – Objectives – Functions - Distinction between Financial and management accounting – Importance of management accounting – Limitations

Unit: II Financial Statement Analysis

Significance and limitations of Financial statements – Financial statement analysis – Common size, comparative and trend percentage analysis. Ratio Analysis – Profitability – Solvency – Leverage – Activity Ratios

Unit: III Fund Flow and Cash Flow Analysis

Fund Flow statement – Statement of changes in working capital – Calculation of funds from operation – Fund Flow statement. Preparation of Cash From Operation statement – Cash Flow statement – Significance of fund flow and cash flow statements.

Unit: IV Marginal costing:

Marginal costing – Cost - volume – Profit analysis – Break-Even-Analysis – Break – Even Chart – Applications. Capital budgeting decisions –

Unit V Capital budgeting: Techniques of capital budgeting – pay-back period method – Rate of return method – Discount cash flow method net present value method – internal rate of return method.

Text books

1. Maheswari S.N, (2020). Management Accounting, Sulthan Chand, New Delhi.

Reference Books

1. Reddy P N and Appannaiah H.R. 1997. Management Accounting.
2. R.K Sharma and S.K Gupta. Management Accounting, Kalyani Publishers.
3. Management Accounting, M Y Khan and P K Jain, Tata McGraw – Hill ,New Delhi.
4. Accounting for Management, N P Srinivasan and M Sakthivel Murugan, S. Chand and company Ltd

MS3104 MARKETING MANAGEMENT - I**Credits 3:0:0**

Unit: I Marketing - Scope, Marketing concepts, Marketing functions, Marketing environment, Marketing plan, Marketing research, Market intelligence systems, and Customer Relationship Management

Unit: II Product - Product types and levels, Product planning, Product positioning, New product development, Product life cycle, Packaging and labeling

Unit: III Pricing - Pricing objectives and methods, Setting and modifying the price, Initiating and responding to price changes.

Unit: IV Physical distribution - Distribution mix, Channel management, Inventory, Transportation and Warehousing.

Unit: V Promotion - Promotion mix, Advertising campaign, Media strategy, Advertising agencies, Sales promotion, Personal selling and Public Relations.

Text Book:

1. Philip Kotler, (2006). Marketing Management, 12e, PHI, New Delhi.

Reference Books:

1. Arunkumar and Meenakshi, (2005). Marketing Management, Vikas, New Delhi.
2. Grewal and Levy, Marketing, TMH.India
3. Tapan K. Panda. (2007). Marketing Management: Text and Cases. 2e. India: Excel

MS3105 DABD**Credits 0:0:2****Unit: I**

Essential data analytical Tools in Marketing Decisions – Some background statistical concepts – Concepts of Parametric and Non parametric Tests – Scale of Measurement –

Classification of Data Analysis: Univariate, Bivariate and Multivariate – Overview of SPSS functions.

Unit: II

Major Parametric Techniques: T – test, Z – test, Correlation, one-way ANOVA, Two-way ANOVA with interaction, Measuring the Effect size , Post HOC Multiple Comparison Tests, Correlation, Multiple Correlation, Partial Correlation, Part Correlation, Bivariate Regression, ANCOVA.

Unit: III

Major Nonparametric Techniques – Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogorov – Smirnov Test, Fisher Exact Test, Wald-Wolfowitz Test, Moses Test, Median Test, Chi-Square Analysis, Spearman’s Rho, Kendall’s Rank Correlation, Contingency Coefficient Test, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Walsh Test, Kruskal – Wallis one way ANOVA ; Terpstra–Jonckhere Test, Friedman Two-way ANOVA, Cochran’s Q Test, Pages Test for ordered Alternatives.

Unit: IV

Multivariate Techniques – MANOVA – Multiple Regression – Factor Analysis – Discriminant Analysis

Unit: V

Path Analysis – Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) through LISREL or AMOS (only basics).

Based on the above syllabus, the following experiments are to be conducted:

1. Testing the Mean Difference including the influence of uncontrolled variables
2. Testing the Association / Relationship
3. Testing the Interdependencies
4. Testing the Models (Model generation, modification and confirmation)
5. Testing the Estimates
6. Testing the classification

Text Books:

1. Nargundkar, R. 2002. Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.

MS3106 STRATEGIC MANAGEMENT

Credits 3:0:0

Unit: I

Strategy – History of strategy, Business policy and objectives, Strategic Management, Strategy pyramid, Strategic management frameworks, Strategic Management process, Strategic Management in practice.

Unit: II

Organizational direction – Hierarchy of plans – Vision, Mission etc., Environment scanning, Environment analysis, tools and techniques for internal and external analysis.

Unit: III

Strategy formulation – Directional policy, Competitor analysis, Corporate, business and operational strategies - Generic strategies and Grand strategies.
Strategy analysis and choice

Unit: IV

Strategy implementation and control – Strategy and Structure, 7-s model, Strategy implementation approaches, Strategic control – tools and techniques, Du Pont model, Strategic Leadership.

Unit: V

Globalization effects on Strategy, Strategy and Internet, Balanced Scorecard, International strategic management, Future of Strategic Management and Strategies of leading Indian and Multi national corporations.

Text books

Pearce, A & Robinson. (2007). Strategic Management. (10th Edn.), McGraw hill.

Reference Books:

David, F.R. (2005). Strategic Management. (9th Edn.), India; Pearson Education

MS3107 PRODUCTION MANAGEMENT

Credit 3:0:0

Unit I:

Historical evolution of production and operations management – Types of production systems – Product design – Capacity planning – Process planning

Unit II:

Plant location – Plant layout – Material handling Type – Maintenance management

Unit III:

Materials Management :- materials requirement planning – Inventory control system (EOQ, Types) – Purchase management – Store management – JIT

Unit IV:

Quality Concepts: TQM, Six Sigma, Zero defect concepts – Quality control :- Purpose of inspection and quality control – control charts and acceptance sampling by variable and attributes. Sample plan OC curve, AQL, AOQL, LTPD

Unit V:

Work study – method study and time study procedure – work sampling. Value analysis – Business process re-engineering.

Text Books

Kachru, U. (2007). Production and Operations Management: Text and Cases. (1st Edn.), India: Excel.

Reference Books

1. R.C.Manocha, “Production and Operations Management”
2. R.Panneerselvam, “Production and Operations Management”
3. Chase Aquilano Jacobs, “Production and Operations Management”
4. K.Aswathappa & K. Sridhara Bhat, “Production and Operations Management”.

MS3108 MARKETING MANAGEMENT II**Credits 3:0:0****Unit: I**

Strategic marketing management-concepts and techniques, marketing research models, STP strategies and Buyer behaviour analysis.

Unit: II

Product research, new product development techniques, Product portfolio analysis and Strategic brand management.

Unit: III

Pricing research, Pricing strategies, Supply chain management and Promotional strategies.

Unit: IV

Customer Relationship Management strategies, Competitive strategies and Strategic global marketing

Unit: V

Contemporary marketing strategies, Recent trends analysis and Marketing performance reviews.

Text Book

Kern and Peterson, Strategic Marketing, 10e, Pearson Education

Reference Books

Philip Kotler, Marketing Management, 11e, PHI, New Delhi.

Marketing Handouts (will be provided)

Marketing Articles (List will be provided during the sessions)

MS3109 ENTREPRENEURIAL DEVELOPMENT**Credits 3:0:0****Unit: I The Entrepreneurial Development Perspective:**

Concepts of Entrepreneurship Development - Evolution of the concept of Entrepreneur - Intrapreneur Vs. Entrepreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture

Unit: II Creating Entrepreneurial Venture:

Business Planning Process - Environmental Analysis - Search and Scanning - Identifying problems and opportunities - Defining Business Idea - Basic Government Procedures to be complied with.

Unit: III: Project Finance:

Technical, Financial, Marketing, Personnel and Management Feasibility - Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs - Venture Capital Funding

Unit: IV Entrepreneurship Development and Government:

Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available

Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

Unit: V Preparing Feasibility Report:

Facility reports to start a large scale unit, small scale unit, service organization, trade organization and business unit. - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - valuating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

Reference Books

1. Entrepreneurship: New Venture Creation - David H. Holt.
2. Entrepreneurship - Hisrich Peters.
3. Dynamics of Entrepreneurship Development - Vasant Desai.
4. "Dynamics of Entrepreneurial Development and Management" Vasanth Desai - Himalaya Publishing House.
5. Thought Leaders - Shrinivas Pandit
6. Entrepreneurship, 3rd Ed. - Steven Brandt
7. Business Gurus Speak - S.N.Chary.
8. "Entrepreneurial Development" - N.P.Srinivasan & G.P. Gupta Sultanchand & Sons.
9. "Entrepreneurial Development" - S.S.Khanka S.Chand & Company Ltd.,
10. Satish Taneja, Entrepreneur Development; New Venture Creation

MS3110 INDUSTRIAL MARKETING

Credits 3:0:0

Unit I :

Introduction To Industrial Marketing : Definition of Industrial Marketing; Industrial marketing vs. consumer marketing –The Industrial marketing Environment - Understanding Industrial Markets: Demand Issues : Organizational Behavior And Buyer Behavior – Profile Of Business Buyers – Value Analysis – Vendor Analysis – Models Of Organizational Buying Behavior.

Unit II :

Buyer – Seller Relationships : – Types of Buyer-Seller Relationships – Managing Relationship– Conflict and Resolution. Assessing Market Opportunities – The Marketing Research Process – Demand Analysis ; Strategic Planning : The Concept of Strategic Planning – Role & Type of Marketing in Strategic Planning – Planning Process; Market Segmentation, – Positioning

New Product Development : – Determination of the product Mix – Managing Industrial Products – Product Innovation – New Product Development Process

Unit III :

Service Design And Delivery : Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Challenges in Marketing Industrial Services – Pricing Decisions: Characteristics Of Industrial Pricing – Types of Prices – Pricing Methods – Pricing Strategies – Factors affecting Pricing Strategy.- Pricing across PLC – Competitive Bidding – Price Negotiation – Leasing

Channel Dynamics – Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships – Channel Conflicts and their Management. Logistics Management – Physical supply and Physical Distribution in - Cost Approach – Consumer Service – Warehousing – Transportation – Inventory Management – Order Processing – Coordinating and Managing logistics – Special topics in Industrial logistics.

Planning And Promotional Mix : Communication Mix – Advertising, Sales Promotion and Public Relations

Unit IV:

Personal Selling And Direct Marketing : Role–Process – Types – Managing Sales Force – Direct Marketing ; Performance Measurement And Control : The Control Process – Types of Control – Tools for marketing Control – The Balance Score Card

Emerging Trends In Industrial Marketing: Technology – Business Networks– Relationships in Business Networks – Technology and Business Networks – Information Technology in Industrial Marketing ;

Unit V:

Ethics In Industrial Marketing : Ethics and Industrial Marketing management – Ethical Issues

International Industrial Marketing: Environment – Entry strategies in International Markets – Decision Making – Product, Pricing, Distribution & Promotional Decisions.

Text Book

Hill, R. M. (2003). Industrial Marketing. ISBN: 8185386196. India: All India Traveller Book Seller

MS3111 RESEARCH METHODS FOR MEDIA

Credits 3:0:0

Unit: I Research:

Definitions, Methods, Selection & Formulation of Research Problem, Hypothesis, Sampling, Research Designs, Processing & Analysis of data, Statistical Analysis, Findings, Report Writing.

Unit: II Survey:

Meaning, Concept, Utility, Planning, Organizing & Conducting survey, Public Opinion Survey, Readership Survey.

Unit: III Data & Tools of Data Collection:

Meaning, Kinds-Demographic, Socio-Economic, Socio-Psychological data, Questionnaire, Schedule, Interview, Case study, Observation, Content Analysis.

Unit: IV Media Research:

Measuring Impact, Evaluation, Monitoring, and Feedback.

Unit: V Market Research:

Principles of Market Research, Theories of Segmentation & Positioning, Pre-Testing, Post-Testing.

Suggested Readings

- | | |
|---|--------------------------------|
| 1. Social Research | S R Vajpayee |
| 2. Doing Your Research Project | Judith Bell |
| 3. Research Methodology-Methods & Techniques | C R Kothari |
| 4. Research Methodology in Social Sciences | Sandhu & Singh |
| 5. Communication & Research for Management | V P Michael |
| 6. Research in Mass Media | S R Sharma & Anil Chaturvedi |
| 7. Research-How to Plan, Speak & Write about it | Clifford Hawkins & Marco Sorgi |

MS3112 PRINT MEDIA AND PHOTO JOURNALISM

Credits 3:0:0

Unit: I Journalism:

Concept, Dimension, Growth, Importance, Requirements, Ideals, Nature, Objectives, Purpose & Functions. What is News? Definitions, Nature of News, Qualities of News, News Value, Hard & Soft News. Orientation & Perspective, Objectivity & Fairness, News as a process,

Verification, special interests. Why is News Important-Difference between News & Information Journalism & Communication-Stories of High Interest- Celebrity Journalism, Trends in modern journalism- Influence of TV channels on serious news reporting in print media-Sensationalism & Entertainment.

Unit: II News Media Operations

How news media functions? Three Modes of Daily Journalism, National media - How it nationalizes the news? Agenda setting function of the National media, New categories of News, Approaches to Journalism. Press Organisations.

Unit: III News Agency Journalism

History, functioning & role of PTI and UNI, International News Agencies, Feature Syndicates

Unit: IV Photography

Elements and principles - visual language - meaning - photographer's jargon; Composition of photography-subject and light.

Photographing people - portrait and still, wildlife; environment; sports; landscape; industrial disasters; photography for advertising; conflicts - war - political and social photography.

Unit: V News values for pictures

Photo-essays-photo features; qualities essential for photo journalism; picture magazines – colour photography; impact of technology, practicals, field assignments and their evaluation.

Text Books:

- 1) Paul Martin Lester, Photojournalism – An Ethical Approach Hillsdale, New Jersey,
- 2) Peter Burian, National Geographic Photography Field Guide – 2nd Edition.
- 3) Cohen, Elliot D. and Elliot, Deni (Eds.). Journalism Ethics: A Reference Handbook. Santa Barbara, California: ABC-CLIO, 1997.

MS3113 FINANCIAL MODELLING

Credits 3:0:0

Unit: I: Basics of Financial Modelling

What are financial models - Power of financial modeling - Objectives of financial modeling - Basics of modeling - Number format - Line and border - Graphics - Conditional Formatting - Combo boxes - Controls - Scenarios – Application Exercises.

Unit -II: Time Value of Money Modeling

Concept of time value of money - Future value of money - Present value - Annuity - Power of compounding - Compounding intervals - Effective interest rate –Table Generation– Application Exercises

Unit – III: Capital Budgeting Modeling

Introduction - The initial outlay - Relevant cash flows – The annual after – tax cash flows – Increase or decrease in working capital – Free cash flows – Calculation of Cash Flow using

Excel Worksheet – The terminal cash flow – Alternative approach towards determination of free cash flow – Models Generation - Application Exercises

Unit – IV: Working Capital Management Modeling

Introduction – Financing working capital – Estimating working capital need – Terms of credit – Calculating the cost of terms of sale – Time value and implicit cost – Numerical credit scoring – Cost benefit analysis – Models Generation – Application Exercises.

Unit – IV: Financing Decision Models

Introduction – Break even analysis – Break even point for a multi product firm – Financial break even point – Break even point and time value of money – Operating leverage – Financial leverage – Models Generation - Application Exercises.

Text Book:

1. Ruzbeh J. Bodhanwala (2003) “Learning Financial Management using Financial Modeling” Taxmann Allied Services Pvt. Ltd, New Delhi – 110 005.

Reference Book:

1. Alastair L.Day “Mastering Financial Modelling” A practitioner’s guide to applied corporate finance, Taxmann Publication (P) Ltd., New Delhi – 110 005.

MS3114 PERSONAL FINANCIAL PLANNING

Credits 3:0:0

Unit – I Financial Planning Process:

Rewards of Financial Planning- Steps in Financial Planning Process - Planning for Life Time - The Planning Environment- Determinants of Personal Income
The role of Financial statement in Financial Planning – Time value of money- Preparing a Personal Balance Sheet. Preparing Income and Expense Statement-Using Personal Financial Statements - Ratio Analysis: Tracking Performance-Cash Budgets

Unit II Managing Taxes:

Basic Concepts of Income Tax – Personal Taxation - Personal taxation –Income Tax Benefits on Certain Long Term Investments. Wealth tax - Tax Planning
Role of Cash Management in Personal Financial Planning - The Financial Services Market – Cash Management Products - Cash Management Products- Electronic Banking Services- Savings Programs- Channels of Savings.

Unit III Making Decisions Regarding Purchase of Automobiles and Houses:

Automobile purchase –Planning- Meeting Housing Needs- The Rental Option – The home buying Process- Financing the Housing Transaction - Housing finance institutions in India- Housing schemes in India – Real estate in India -Overview.

Managing Credit: What is Credit? -Types of Credit – Why Credit? – Improper uses of credit - Establishing Credit – Types of open account credit-Different Kinds of Credit Cards-Why a Credit Card is better than a Debit Card - Obtaining and Managing an Open Account Credit – Credit Scoring – Payments – Disadvantage of the Credit Cards.

Unit IV Life Insurance: Insurance planning – insurance- benefits of life insurance- Calculating insurance needs What is right for you?- Buying a life Insurance- Life insurance products in India.

Health Insurance: Its Need-Types and Sources of health care plans-Providers of Health care. Long term Care insurance-Disability income insurance-Health Insurance in India

Unit V

Planning for Investment: Meaning of investment- Types of investment Vehicles.

References

Materials will be prepared by the course faculty

MS3115 PERFORMANCE MANAGEMENT AND REWARD SYSTEM

Credits 3:0:0

Unit-I: The Foundation of performance management

Performance Appraisal- A conceptual framework: Objectives - Purposes - Process - Benefits - Limitations - Criteria for effective appraisal - Performance appraisal vs. Performance management. Fundamental Aspects of Performance Management - - Human Resource Development: Concept and Definition- Features of HRD-Objectives of HRD- Essentials of HRD-Significance of HRD- Capabilities required for human resources.

Unit -II: Performance Planning and Measurement Performance planning

Meaning of performance planning-Need - Considerations - Planning individual performance - Key Performance Areas (KPA); Key Result Areas; Identification of Target; Action Plans; Goal Setting

Measuring performance

Principles of measurement- Need - performance measures-; Criteria for performance measures- Measurement scales system- -: The Balanced Scorecard; Economic Value Added; Other measure - Types of measures - Performance data; Competency levels; Benchmarking; Performance indicators. Tools for measuring performance;

HR Scorecard- HR Accounting- Competency Mapping- Assessment and Development Centre- 360 Degree Appraisal- 540 Degree Appraisal- Management by Objectives (MBO)- Behaviorally Anchored Rating Scale (BARS). Competency Analysis and Competency Mapping;

Competence Analysis: Tools to identify the competencies of the employees: Myers Briggs Type Indicator, Managerial Assessment of Proficiency, Thomas DISC Profiling, Kundu Introversion and Extroversion Inventory-Guidelines for Effective Competency Mapping. Performance appraisal for teams

Unit -III: Performance Evaluation

Performance counseling and problem- solving

Counseling-Definitions of counseling- Objectives -Need - Essential conditions - Process - Coaching: Aims -Process - The coaching model- problem-solving

Evaluation and Maintenance of Performance

Evaluation- Check- List - Evaluation : Review meetings- Attitude surveys- Focus groups- Performance monitoring: Methods of Monitoring-

Unit-IV: Reward systems and performance

Performance management and motivation

Motivation -Importance of Motivation- the role of motivation in performance management- Performance and Motivation Theories:.

Reward and recognition

Types of incentives- Bases for determining incentives- Factors affecting levels of pay

Reward Management - Reward Management and HRM- Reward strategy - Reward Management Process- Evaluating the reward system Assessing Job Values And Pay Structure

Concept and definitions of Job evaluation- Need - Objectives - Methods - Importance of Pay- Objectives - Characteristics of pay structures- -Types of structures- Advantages and disadvantages of broad banding

Unit- V:

Performance, competence and skill based pay

Performance based pay-Types Shop-floor incentives –Payment by results-Sales force incentive schemes- Executive Pay- Team based pay: Profit sharing- Gain sharing- Employees Stock Ownership Plan(ESOP)

Future performance appraisal system

Introduction-Recent trends in performance appraisal system: Number- less performance appraisals, Subordinate appraisals, upward feedback-Other trends in present scenario.

Text book

Armstrong, M. Performance management- *The new realities*. Jaico Publishing House

Reference Books

1. Armstrong, M. A Hand book of Reward Management practice. Kogan Page India Ltd.,
2. Rao, T.V. A Hand Book of Reward Management Practice. Response Books
3. Rao, T.V. Performance Management and Appraisal System. Excel Books
4. Cardy, R.L. Performance Management – Concepts, Skills and exercises
5. Aldwin, Management Individual Performance

MS3116 TALENT MANAGEMENT

Credits 3:0:0

Unit: I

Introduction: Creating a Talent Management System – steps to creating a talent Management System – Organizational excellence

Unit: II

Developing the building blocks of talent management: Competencies, performance, management, career track planning.

Unit: III

Talent planning: Organizational excellence through talent planning and development - allocating T & D resources – Optimizing investment – Succession planning
T & D: Integrating T & D with talent management – coaching leaders and super keepers

Unit: IV

Compensation: Integrating compensation with talent management - linking competencies to performance and pay – incentives to retain top talent

Unit: V

Information Technology and Talent Management System

Text book

Berger, L.A., & Berger, D.R., (2004). *The Talent Management Handbook: Creating organizational excellence by identifying, developing, & promoting your best people.* (1st Edn.) Tata McGraw Hill Edition: India

**MS3117 SUPPLY CHAIN MANAGEMENT
(A special paper designed for Agriculture Sector – for PhD programme)**

Credits: 3:0:0

Unit-I

Development of SCM concepts and Definitions-key decision areas- strategic SCM and key components.

Unit II

Sourcing strategy-Distribution strategy-Inventory strategy-channels of distribution-customer service strategy.

Unit III

Global Logistics – A brief introduction to multimodal transport operations – Air, Sea, Road and Rail- Logistics for Service Sectors.

Unit-IV

Agro-Industrialization and agri-business. Feasibility study and evaluation, market assessment for food products, Supply chain management, Strategies for agricultural/Rural marketing, Land resource Management.

Unit - V

Agribusiness Management – Rural development soil conservation and water management, atmospheric science & climate risk management.-Agriculture Diversification

References:

1. Sahay B S, Supply Chain Management for Global Competitiveness, *Macmillan India Ltd., New Delhi. 2000.*
2. Reguram G, Rangaraj N. Logistics and Supply Chain Management Cases and Concepts, *Macmillan India Ltd., New Delhi. 1999.*
3. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., *West Publishing Co.*
4. Research Methodologies in supply chain management, *Herbert Kotzab, Magnus Published by Springer.*
5. The Regulation of Agricultural biotechnology, *Robert Eugene Evenson, V. Santaniello, Published by CABI Publishing.*

MS3118 QUANTITATIVE TECHNIQUES

Credit – 3:0:0

Objectives: -

1. Create awareness on modeling techniques; its benefits and the way to use them
2. Provide training on OR, statistical and other quantitative techniques

Unit: I

Introduction to statistics – purpose of statistics – kinds of numbers, scales, variables, attributes, Units, discrete and continuous data.

Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit: II

Concept of probability – Law of Addition – Law of Multiplication and conditional probabilities – Random variables – Its expectation and variances

Unit: III

Probability distributions: - Binomial distribution, Poisson distribution and normal distribution.

Unit: IV

Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions

Unit: V

Analysis of Variance – Pearson Correlation – Scatter Diagram – Coefficient of correlation – Rank Correlation – Regression.

Text Books

1. S.P.Gupta, Statistical Methods, Sultan Chand & Co

Reference Book

1. Business Statistics: For Contemporary Decision Making by Ken Black (2007)
2. Basic Business Statistics (11th Edition) by Mark L Berenson, David M. Levine, and Timothy C. Krehbiel (2008)
3. S.C.Gupta and V.K.Kapoor, Fundamental of Mathematical Statistics, Sultan Chand & Sons.
4. Richard I Levin & David S. Rubin “Statistics for Management”, 7th ed.

MS3119 MICRO ECONOMICS

Credits 3:0:0

Objectives:

To provide an explanation of the workings of the economic system which can be applied to a variety of problems in economics and management and elsewhere.

Unit: I

Introduction: Nature and Scope of Economics, Difference between Micro and Macro Economics, Central Problems of an Economy; Theory of Demand - Marginal Utility Analysis, Indifference Curve Analysis, Law of Demand, Price Effect as a Combination of Income and Substitution Effects, Consumer Surplus and Producer Surplus.

Unit: II

Elasticity of Demand: Price, Cross and Income Elasticities; Revenue and Elasticity; Production Function- Laws of Returns and Laws of Returns to Scale, Cost of Production- Short-run and Long-run-Traditional and Modern Theories; Law of Supply- Supply Curves under Increasing, Diminishing and Constant Cost Industries.

Unit: III

Theory of Firm: Optimizing Behaviour and Isoquant Analysis; Market- Price and Output Determination under Perfect Competition, Pure Monopoly, Discriminating Monopoly, Multiplant Monopoly, Bilateral Monopoly, Monopolistic Competition and Oligopoly.

Unit: IV

Indifference curve, income and substitution effects, ordinary and compensated demand curves, elasticity of demand. Theory of consumer behaviour under risk and uncertainty. Short run and long run production functions. Law of variable proportions.

Unit: V

Least cost combination. Elasticity of substitution. Euler's theorem. Technical progress and production function. Cost curves. Determination of price and output under different market structures.

Text books:

Ahuja H.L., 1967, Modern Economic Theory, 3rd ed., published by S. Chand.

Reference Books:

“Advanced Economic Theory”, M.L. Jingan.

“Micro economics”, M.L.Jingan

Microeconomics for MBAs: The Economic Way of Thinking for Managers by Richard B. McKenzie and Dwight R. Lee (2006)

MS3120 RESEARCH METHODS FOR MANAGEMENT

Credits 3:0:0

Objectives:

- Learn practical skills in managing and conducting projects
- Understand the experimental design, application of techniques, instrument and analytical methods;
- Learn the fundamentals of good report writing and presentation skills.

Unit I: Introduction to basic research - Research process – Research Design: Descriptive Design, Exploratory Design, Causal Design –Types, Characteristics, Level of Significance & Errors.

Unit II : Review of literature: Need – search procedure – sources – planning the review work; construct development; construction of questionnaire. Ratio - Scaling Techniques - Scale construction techniques – Sampling basics – Types of sampling - Sampling Techniques.

- i. Exercises on scaling
- ii. Exercises on sampling techniques

Unit III : Sources of data - Data collection Techniques - Data preparation for analysis: Data Editing & Coding - Central Editing - Field Editing - Cross Tabulations – Chi Square Test

- i. Exercises on formulation of questionnaire
- ii. Exercises on data collection techniques
- iii. Exercise on data editing

Unit IV Parametric and Non-parametric tests – Selection of tests for analysis

- i. Exercises on analysis techniques
- ii. Practical orientation on data analysis using statistical software

Unit V - Data Interpretation of analysis - Report generation.

- i. Exercises on conclusion building and report generation
- ii. Report writing formats

Text Books

1. Cooper D.R and Schindler P.S, 1998. Business Research Method. Singapore: McGraw Hill International Editions.

Reference Books

1. 1.Kothari C.R 1999. Research Methodology. New Delhi: Wiley & Sons.

2. 2.Krishnaswami, O. R. (2005). Methodology of Research in Social Sciences. India: Himalaya Publishing House.

MS3121 BASIC FINANCIAL ACCOUNTING

Credits 3:0:0

(MBA – MBA - Construction Management

Objectives: To make the student to analyze and prepare a set of basic financial statements. Begin examining the accounting cycle, learning how financial transactions are processed through the accounting

Unit I :

Fundamental concepts, principles and rules of accounting – Accounting standards -Double Entry Book Keeping – Classification of accounts – Classification of expenditure and receipts – Capital and revenue expenditure – deferred revenue expenditure, capital and revenue receipts.

Unit II :

Journal and ledger – Trial balance – Methods of preparing Trial Balance Subsidiary Books and cash book .

Unit III :

Manufacturing Account – Final accounts _ Trading Account – Profit and Loss Account – Balance Sheet.

Unit IV :

Single entry system and double entry system- Depreciation- meaning –objectives- Basis and methods of providing Depreciation

Unit V :

Consignment and joint venture.

Text book

1.Maheshwari, S. N. (2005). Financial Accounting. New Delhi: Vikas Publishing House

Reference Books

1. Sukla and Grewal, Advanced Accountancy, (1997)New Delhi: Sulthan Chand & Sons.
2. Jain and Narang, Advanced Accountancy(2008), New Delhi: Sulthan Chand & Sons.
3. Grewal T.S. 2006 Double Entry Book-Keeping. New Delhi: Sultan Chand & Sons

MS3122 MANAGEMENT ACCOUNTING

Credits 3:0:0

Objectives of the Study

- a. Accumulating costs for stock valuation

- b. To provide financial information to assist Managers in their decision making and planning activities.
- c. To provide financial information to help managers to control activities under their responsibility.

Unit: I Introduction :

Management Accounting – Meaning and definition – Nature – Scope – Objectives – Functions - Distinction between Financial and management accounting – Importance of management accounting – Limitations

Unit: II Financial Statement Analysis :

Significance and limitations of Financial statements – Financial statement analysis – Common size, comparative and trend percentage analysis. Ratio Analysis – Profitability – Solvency – Leverage – Activity Ratios

Unit: III Fund Flow and Cash Flow Analysis :

Fund Flow statement – Statement of changes in working capital – Calculation of funds from operation – Fund Flow statement. Preparation of Cash From Operation statement – Cash Flow statement – Significance of fund flow and cash flow statements.

Unit: IV Marginal costing:

Marginal costing – Cost - volume – Profit analysis – Break-Even-Analysis – Break – Even Chart – Applications. Capital budgeting decisions

Unit V :

Capital budgeting: Techniques of capital budgeting – pay-back period method – Rate of return method – Discount cash flow method net present value method – internal rate of return method.

Text books :

1. Maheswari S.N, (2020). Management Accounting, Sulthan Chand, New Delhi.

Reference Books :

1. Reddy P N and Appannaiah H.R. 1997. Management Accounting.
2. R.K Sharma and S.K Gupta. Management Accounting, Kalyani Publishers.
3. Management Accounting, M Y Khan and P K Jain, Tata McGraw – Hill ,New Delhi.
4. Accounting for Management, N P Srinivasan and M Sakthivel Murugan, Chand and Company Ltd

MS3123 FINANCIAL MANAGEMENT

Credit 3:0:0

Objective: The Study aims at making the student aware how to maximize the value of the firm by integrating the stake holders of the firm.

Unit I

Financial Management -Objectives - Scope -Importance - Functions - Role of Financial Manager- Sources of Finance (Long and Short term)

Unit II

Cost of capital- Objectives - Importance - Computation of Cost of debt, Equity, Preference and retained earnings - Weighted Average Cost of Capital- EBIT- EPS Analysis - Types of Leverages (Simple Problems)

Unit III (Theory Only)

Capital Structure - Meaning -Importance - Theories - Net Income Approach -: Net Operating Income Approach -MM Approach - Dividend Policy

Unit IV (simple Problems)

Working capital Management - Nature, Meaning and Objectives - Factors affecting Working Capital Management - Operating cycle

Unit V

Capital Budgeting - NPV, ARR, IRR, Pay Back Period, Profitability Index - Advantages and Disadvantages (Simple Problems)

Text Book :

I.M. Pandey, Financial Management, New Delhi- Vikas Publishing House

Reference Books:

Prasanna Chandra, Financial Management Theory and Practise, New Delhi, TATA McGraw Hill

MS3124 OPERATIONS RESEARCH

Credit 3:0:0

Objectives: To understand the divisions of management functions within the organization. Understand the scientific approach to the solution of problems in the management of complex systems. In a rapidly changing environment an understanding is sought which will facilitate the choice and the implementation of more effective solutions which, typically, may involve complex interactions among people, materials and money.

Unit – I Linear Programming:

Introduction – Mathematical formulation of a problem – Graphical solutions – General LPP – Artificial Variable Technique – Two Phases Simplex Method.

Unit – II - Transportation & Assignment:

Introduction – Initial basic feasible solution – NWC method – Least Cost Method – Vogel's Method – MODI – moving towards optimality without Degeneracy – Assignment Algorithm – Hungarian Method & problems.

Unit – III - Game Theory:

Games and Strategies – Two – Person Zero Sum game – Maxmin – Min Max Principle – Dominance and graphical method – Simple problems.

Sequencing problem – processing of n jobs through 2 machines, 3 machines, machines – Graphical method

Unit – IV - Queuing theory:

Basic queuing situations – single server queuing model M|M|1 : FIFO Model

Unit – V : Network Models:

Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT – problems.

Text Books

1.Kanti Swarup, Gupta and Manmohan, Operations Research, New Delhi: Sultan Chand and Sons

Reference Book

1. S.D.Sharma, An Introduction – Fundamentals of Operations Research
2. Taha, H. A (2002). Operations Research: An Introduction. (4th Edn.), McMillan
3. Introductory Operations Research: Theory and Applications by Harvir S. Kasana and Krishna D. Kumar (2004)

MS3125 HUMAN RESOURCE MANAGEMENT**Credits 3:0:0**

Objective: To understand Human Resource services and staff development programmes responsive to the needs of employees and delivered at highest possible standards of quality.

Unit I

Definition and Concept of Human Resource Management - History - Emerging Role of Human Resource Management - Role of HR Executives - Challenges to HR Professionals
Organizational Structure and Human Resource Management - Human Resource Management in Harmony:

Definition of Human Resource Planning - The Process - Concept of Job Analysis - Job Analysis Methods - Uses of Job Analysis ; Concept of Job Design ; Recruitment - Recruitment Policy - Concept of Selection - The Selection Process - Concept of Orientation - The Process of Socialization.

Unit II

Concept of Career - Career Anchors: - - Succession Planning: - Concept of Performance Appraisal , Objectives - Performance Appraisal Methods:- Purpose of Training - Improving Employee Performance, Retaining and Motivating Employees, - Assessing Training Needs; Areas of Training; Training Methods ; Management Development Methods; Evaluating a Management Development Programme

Unit III

Wage and Salary Administration - Compensation Administration, Concepts of Different Wages – Executive Compensation - National Wage Policy - Concept of Rewards - Types of Incentive Plans: - Some Modern Concepts in Employee Benefit Schemes. ;

Unit IV

Causes of Safety and Health Problems at the Work Place: Prerequisites for an Effective Safety and Health Policy, - Stress and its Consequences on Employee Performance:: Importance of Ergonomics. Concept of Grievance - Causes of Grievance Need for a Grievance Redressal Procedure - Grievance Redressal Procedure in Unionized Organizations - Legislative Aspects of the Grievance Redressal Procedure in India Conflict Resolution – Exit Interviews.

Unit V

Discipline - Aims and Objectives of Discipline - Forms and Types of Discipline - Acts of Indiscipline or Misconduct - Principles of Maintaining Discipline - Disciplinary Procedure ; Industrial Employment Standing Orders Act, 1946.

Trade Unions, Characteristics, Functions, Types, Classification of Trade unions

Industrial Relations : The Different Roles in Industrial Relations: Concept of Collective Bargaining - Objectives of Collective Bargaining - The Collective Bargaining Process:

Participation in Management - Purpose - Workers' Participation in India

Quality of Work Life - Methods to Improve QWL: Benefits of QWL Programs - Challenges in Implementing QWL Programs. Quality Circles -

Recommended Books:

Text books

1. Human Resource Management: A Contemporary Perspective – Beardwell, Ian, Holden, Len. Macmillan India Limited. 1995

Reference Books:

1. Managing Human Resources: Productivity, Quality of Work life, profit. Wayne, F. Cascio: Tata McGraw Hill. (7th Edn.),
2. Human Resource Management: An Experiential Approach, Irwin/McGraw-Hill, Second Edition 1998.
3. Personnel Management/Human Resource Management. New Delhi – Bhatia S.K. Deep & Deep Publications 1999.
4. Personnel Management Mamoria C.B. Himalaya Publications, Reprint 1998
5. Industrial Relations – Monappa, Arun Industrial Relations Tata Mc Graw-Hill Publishing Co Ltd., Reprint 2002.

MS3126 MANAGERIAL COMMUNICATION

Credits 3:0:0

Objectives:

- describe the major theories underpinning managerial communication;
- examine the relationships between different managerial communication theories and concepts;

- discuss managerial communication in the context of organisational examples;
- compare and contrast verbal and nonverbal messages and examine their impact on interpersonal communication;
- extend skills in written and oral expression as relevant to the unit assessment tasks.

Unit: I

Fundamentals of Communication, Process, Objectives, Types – The importance of effective communication – Media - Non verbal communication - Barriers to communication - Principles of effective communication.

Unit: II

The role of written business communications - Letter writing – Essential parts and optional parts of a letter, planning a letter, legal implications, and letter writing exercises - Report writing – Types, layout of a report, essentials of a good report, report preparation exercises. Agenda and minutes of meeting:- -public relations letters – manuscripts for publications-building goodwill through business letters.

Unit: III

Oral communication – Audience analysis, preparing a speech, types of oral presentations, principles for making an effective oral presentation, evaluating an oral presentation. Effective speaking : Characteristics of a good speech – profile of a good speaker – interview techniques

Unit IV

Management Communication: Principles for effective organizational communication, a communication process, Management by communication, impression management

Unit V

Recent trends in communication technologies: Audio - visual means of communication visual / computer aided instructions and learning.

Text Book

1. Flatley, M.E., Lesikar, R. (2004). Basic Business Communication. (10th Edn.), Irwin Professional publication
2. Rajendra pal, Korlahalli, Essentials of business communication, Sultan chand & sons
3. Matthukutty M. Monipally, Business communication Strategies, Tata McGraw – Hill Publishing Co. Ltd.,2001

Reference Books:

1. Rayudu, (2007). Communication. (8th Edn.), India: Himalaya Publishing House
2. Roy W. Poe, Rosemary T. Fruehling Business Communication A.I.T.B.S. Publishers & Distributors

MS3127 MACRO ECONOMICS

Credits 3:0:0

Objectives: The Study is to understand the level of national income, providing economic growth to raise the utility and standard of living of participants in the economy. Also

understand secondary objectives which are held to lead to the maximisation of income over the long run.

Unit-I

Introduction to Macro Economics - Circular flow of income –Macro economic concepts – Aggregate Demand – Aggregate Supply.

Unit-II

National Income – Concepts – Methods of measuring National Income – uses of National Income – National Income of India – World.

Unit-III

Money- Kinds and functions of money – Demand for Money – Supply of Money - Inflation – Causes and effects – Measures – Theories of Inflation – Inflation and Unemployment and poverty – Anti inflationary policies.

Unit-IV

Government Policies and Regulations: Monetary Policy of India – Fiscal Policy of India.

Unit-V

Business cycle – various phases of Business cycle – Theories on Business cycle – Balance of Payments of India.

Text Books :

1. G.S.Gupta (2004) , “Macro Economics – Theory and Applications” TaTa Mc.Graw hill publications.
2. D.N. Dwivedi (2005), “Macro Economics – Theory and Policy”, TaTa Mc Graw hill.
3. Gregorey Mankiw (2006), “Macro Economics” Thomson and south western publications.

MS3128 PROJECT MANAGEMENT

Credit 3:0:0

Objectives: The study aims at making the student understand how to :

- Ensure Projects are Delivered within Budget
- Ensure Projects are Delivered within Schedule Commitments
- Deliver Quality Solutions
- Reduced Errors
- Improved Effectiveness
- Appropriate Risk Management and Internal Controls
- Continuous Process Improvement via Collaboration
- Implement Project Communications and Oversight

Unit –I

Projects- capital expenditure- importance and difficulties- Phases of capital budgeting- Project development cycle. Implementation – Identification of investment of investment opportunities- Market and technical appraisal.

Unit –II

Forecasting costs and benefits of Projects- problems in valuation- means of Project financing- Assessing the tax burden –Financial projections – Appraisal criteria- sensitivity analysis – project evaluation under uncertainties.

Unit –III

Social Cost Benefit Analysis- Measurement of social costs and benefits – Social discounting rate of return – Multiple project- Portfolio approach.

Unit – IV

Project Management- Network technique-Information – system for Project monitoring- multiple project- scheduling – Resource scheduling- Exercises.

Unit –V

Organizing systems for projects- project planning – Human aspects of Project management- Project cost over runs and cost control-Project Audit.

Text Books : Prasanna Chandra – Project Appraisal & Management-Tata McGraw Hill
Gopalakrishnan & Ramamoorthy – Project Management, McMillan

Reference Book

1. Unido- Guidelines for Project Evaluation, Oxford, Ibh

MS3129 STRATEGIC COST MANAGEMENT

Credits 3:0:0

Objectives: To gain working knowledge of the role of costing data in decision making process & control

Unit – I

Cost concepts: Cost classification — objectives of Cost Accounting System – costing an aid to management -Cost Techniques in Managerial decisions i.e Relevant Cost, Differential cost, Incremental Cost, Opportunity cost, Sunk cost (theory and case).

Unit – II

Decision making, important factors in marginal costing decision i.e, pricing decisions under special circumstances, make or buy decisions, shut down or continue decision, export Vs local sale decision. Expand or contract decisions, product mix decision(only case)

Unit – III

Standard costing: types of standards, setting up of standards, Advantages and criticism of standard costing – Control through material, labour variances only(theory and case)

Unit IV

Cost control, cost reduction, difference between cost control and cost reduction, balanced score card, meaning advantages and uses of balanced score card. Bench marking phases, types, advantages of bench marking(only theory)

Unit V

Target costing: meaning, phases, advantages, transfer pricing: meaning, objects, methods, value engineering: meaning, phases, advantages, Activity Based Costing: meaning, steps, advantages, problems (only theory)

Text books

1. Cost accounting: S.P Jain, K.L. Narang, Kalyani Publishers
2. Advanced cost accounting and cost systems- V.K. Saxena and C.D. Vashist, Sultan Chand & sons publishers

Reference Book:

ABC of Finance and Management studies – G.Jawahar Babu, Aarthee and Preethi Publishers.

MS3130 BUSINESS ENVIRONMENT AND COMMERCIAL LAW

Credit: 3:1:0

Objective:

1. To provide knowledge of the environment in which businesses operate, the economic operational and financial framework
2. Familiarize all students with basic concepts and theories of business law;
3. Give an overview of the interplay between government creating laws, followed by the enforcement of legal rights by individuals or businesses. focus most sharply on commercial law, and laws effecting businesses

Unit I

An overview of business environment;types of environment-internal,external,micro and macro environment

Unit II

Business and society-objectives and importance of business, professionalization.Business ethics, Business and culture,Religion and language

Unit III

Sale of goods act-rights and duties of buyer and seller,rights of unpaid seller,caveatempor.difference between sales and hire purchase.difference between conditions and warranty

Partnership act-nature and types of partner,rights and duties of partner,types of partnership

Unit IV

Companies act;Types of company,characteristics of public limited company,memorandum articles (difference),difference between public company and private company

Indian contract act:essentials of valid contract,types of contract

Unit V

World trade organization: objectives, functions, trips, trims. Globalisation: features, essential conditions, Pros and cons of globalisation

Reference Books:

1. Business and Its Environment (5th Edition) by David P. Baron (2005)
2. The Legal Environment of Business by Roger E. Meiners, Al H. Ringleb, and Frances L. Edwards (2008)

MS3131 MANAGEMENT OF INNOVATION

Credit 4:0:0

Unit I

Concept of innovation and creativity Definition - relationship of creativity to the following human functions - Intelligence, Education, Age, Behaviour - 4 P's of creativity and theories behind those ideas - 4 stages of creative process - major blocks to creativity.

Unit II

Organizational climate for creativity and Innovation 3. Organizational diagnosis: preparation of a report on the organizational climate for creativity in an organization. Knowledge and power - knowledge worker - organizational development - Organizational culture - maintenance of culture - Organizational climate.

Unit III

Human relation skills for Managing Innovation Experiential learning programme on:
- Group Problem Solving - - Group Decision making - - Group think - - Brain-storming (Individual and groups)

Unit IV

Concepts of Entrepreneurship – Attributes and characteristics of a successful entrepreneur - Synectics - - TA (Transactional Analysis) - - AT (Assertive Training) - - Anxiety education

Unit V – Market feasibility – Financial feasibility of New Products -
Case studies on Innovative Management Strategies

Text Books

1. Kobayashi S, 1971. Creative Management. New York: American Management Association,
2. Perters. T J Waterman, R H. 1982 . In Search Of Excellence. London: Harper & Row 1982
3. Shapero A. 1985. Managing Professional People. New York : Free Press.

Reference Books

1. Toffler .A 1971. Future Shock. New York, Bantom.
2. Vernon P E 1975. Creativity. London : Penguin
3. Halloran J & Benton Doublas. 1987. Applied Human Relations. New Jersey : Prentice Hall

**SCHOOL
OF
MANAGEMENT**

Karunya University

ADDITIONAL SUBJECTS

Subject Code	Subject Name	Credits
09MS209	Managerial Skill	2:0:0
09MS210	Economics and Principles of Management	3:1:0
09MS211	Business Environment	3:0:0
09MS300	Management Concepts	1:0:0
09MS301	Quantitative Techniques - 1	3:0:0
09MS302	Organisational Behaviour	3:0:0
09MS303	Basic Financial Accounting	3:0:0
09MS304	Micro Economics	2:0:0
09MS305	Computer Applications in Management	0:0:2
09MS306	Research Methodology	3:0:0
09MS307	Managerial Communication	2:0:0
09MS308	Legal Environment of Business	3:0:0
09MS309	Human Resource Management	3:0:0
09MS310	Entrepreneurial Development	2:0:0
09MS311	Macro Economics	2:0:0
09MS312	Cost and Management Accounting	3:0:0
09MS313	Marketing Management - I	2:0:0
09MS314	Business Ethics	2:0:0
09MS315	Data Analysis for Business Decision	0:0:2
09MS316	Operations Research	3:0:0
09MS317	Strategic Management	3:0:0
09MS318	Financial Management	3:0:0
09MS319	Operations Management	3:0:0
09MS320	Marketing Management – II	2:0:0
09MS321	Management Information System	3:0:0
09MS322	International Business Management	3:0:0
09MS323	Advanced Managerial Skill	2:0:0
09MS324	Pricing Management	2:0:0
09MS325	Brand Management	2:0:0
09MS326	Advertising and Sales Promotion Strategies	2:0:0
09MS327	Sales and Channel Management	2:0:0
09MS328	Marketing Research	3:0:0
09MS329	Consumer Decision Behaviour	3:0:0
09MS330	Service Marketing Strategies	3:0:0
09MS331	Product Management	2:0:0
09MS332	Customer Relations Management	3:0:0
09MS333	Retail Management	3:0:0
09MS334	Rural Marketing	3:0:0
09MS335	B2B Marketing	3:0:0
09MS336	E-Buyer Behaviour	2:0:0
09MS337	Current Trends in Marketing	2:0:0
09MS338	Marketing of Financial Services	2:0:0

09MS339	Project Appraisal Management	3:0:0
09MS340	Service Operations Management	3:0:0
09MS341	Total Quality Management	2:0:0
09MS342	Technology Management	3:0:0
09MS343	Principles and Process of Six -Sigma	2:0:0
09MS344	Lean Manufacturing	2:0:0
09MS345	Principles of Supply Chain Management	3:0:0
09MS346	Maintenance Management	2:0:0
09MS347	Enterprise Resource Planning	3:0:0
09MS348	Facilities Management	2:0:0
09MS349	Advanced Operations Research	3:0:0
09MS350	Career Planning and Management	2:0:0
09MS351	Compensation Management	3:0:0
09MS352	Creativity and Innovation Management	2:0:0
09MS353	Cross Cultural Management	3:0:0
09MS354	Designing Human Resource System	2:0:0
09MS355	Human Resource Development Score Card	2:0:0
09MS356	Human Resource Information Systems	3:0:0
09MS357	International Human Resource Management	3:0:0
09MS358	Leadership	3:0:0
09MS359	Negotiations Management	2:0:0
09MS360	Performance Management	2:0:0
09MS361	Strategic Human Resource Management	3:0:0
09MS362	Training and Development	3:0:0
09MS363	Talent Management	2:0:0
09MS364	International Monetary System	3:0:0
09MS365	International Business Psychology	3:0:0
09MS366	International Marketing Management	3:0:0
09MS367	International Marketing Research	2:0:0
09MS368	Export – Import Finance	3:0:0
09MS369	International Trading System	2:0:0
09MS370	International Logistics Management	2:0:0
09MS371	Export – Import Policies and Management	2:0:0
09MS372	Global Strategic Management	2:0:0
09MS373	Global Business Management	2:0:0
09MS374	Security Analysis and Portfolio Management	3:0:0
09MS375	Risk and Insurance Management	3:0:0
09MS376	Strategic Cost Management	3:0:0
09MS377	Financial Services	3:0:0
09MS378	International Financial Management	3:0:0
09MS379	Banking Management	2:0:0
09MS380	Personal Financial Planning	2:0:0
09MS381	Indian Financial System	2:0:0
09MS382	Corporate Convergence	2:0:0
09MS383	Options, Futures and Derivatives	3:0:0
09MS384	Merger, Acquisitions and Corporate Restructuring	3:0:0

09MS385	Working Capital Management	3:0:0
09MS386	Corporate Tax Management	3:0:0
09MS387	Valuations Management	3:0:0
09MS388	Indirect Taxes	3:0:0
09MS389	Financial Modelling	3:0:0
09MS390	Retail Banking Management	3:0:0
09MS391	Date Warehousing and Data Mining	2:0:0
09MS392	Enterprise Resource Planning	3:0:0
09MS393	Software Project Management	3:0:0
09MS394	Software Quality Management	2:0:0
09MS395	Decision Support System	2:0:0
09MS396	Software Testing	3:0:0
09MS397	E-Business	3:0:0
09MS398	Advanced Database Management System	3:0:0
09MS399	Network Management and Information Security	3:0:0
09MS3100	Multimedia Technology	2:0:0
09MS3101	Management Information System	3:0:0
09MS3102	Systems Analysis and Design	3:0:0
09MS3103	Entertainment, Media & Advertising Research	3:0:0
09MS3104	Research Methodology	3:1:0
09MS3105	Data Analysis	3:1:0
09MS3106	Information Technology for Data Analysis	1:0:2

09MS209 MANAGERIAL SKILL

Credit: 2:0:0

Unit: I – (5 hrs)

Creativity - Basic concepts – Mental Abilities - Barriers to creativity – Convergent and Divergent thinking - Improving creativity – Creative Problem Solving methods – Steps to creative problem solving- Games on Creativity

Unit: II – (6 hrs)

Governance Types of Governance: Global governance – Democratic governance – Participatory governance - Corporate governance - Project governance – e-governance – Elements of effective Governance- Case study of effective governance models.

Unit III – (7 hrs)

Team Building & Conflict Management - Groups and Teams – Teams basics – Stages of Team building – Forming, Storming, Norming, Performing, Adjourning – Characteristics of effective teams – **Conflicts** - Positive and Negative effects of conflict – Types and stages of conflict – Conflict Management styles - Role plays

Unit: IV – (7 hrs)

Group Discussion & Personal Interview

Preparation for Group Discussions - Techniques – Do's & Don'ts of a GD – **Personal Interview**: Types of Interviews - Preparation for interview – Criteria for successful interview – Mock Sessions.

Unit IV – (5hrs)

Adapting to Corporate life – Corporate Dressing – Dress codes – Grooming for men and women – Business Etiquettes – Table manners – Dealing with people – Peers, Subordinates & Bosses – Communication media etiquettes.

Practical Sessions:

1. Resume writing, Group Discussion, & Interview.

Recommended Text Book

Stephen P. Robbins, Essentials of *Organizational Behavior*, (2002) John Wiley & Sons, , New York,

Reference Books:

1. Timpe, Dale A. (2005), "Creativity" M/s. Jaico Publishing House, New Delhi
2. Rao. V.M. E-Governance (2006) ABD Publishers. Jaipur
3. Jerald Greenberg, Robert A. Baron / Carol A. Sales / Frances A. Owen / Verlag (1999) Behaviour in Organizations,; Pearson Education
4. Pradip. N. Khandwalla (2006) The Winning Edge, Corporate Creativity. published by Tata Mcgraw Hill
5. John L. Colley, Corporate Governance Jacqueline L. Doyle, Published 2003 McGraw-Hill Professional

09MS210 ECONOMICS AND PRINCIPLES OF MANAGEMENT

Credits: 3:1:0

Objectives:

The goal of this course is to educate the students

- To have better knowledge about the basics of economics and modern techniques of engineering economic analysis for decision making
- To analyse various alternatives and make complex economic decisions and
- To understand the fundamentals of management its theories and practices

Unit-I

Engineering economics: Introduction, importance, definition and scope - Role of engineering economic analysis - Demand and supply analysis - Factor pricing: determination of rent, wage, interest and profit

Unit-II

Engineering costs and cost estimation: Production function - Fixed, variable, marginal and average costs, sunk costs, opportunity costs - Break-even analysis and cost-benefit ratio

Unit-III

Depreciation: Introduction, methods, straight line, declining balance - Interest, time value of money, present and future worth analysis

Unit-IV

Planning: importance, types of planning – Management by Objectives - Organizing: organizational structure, Basics of decision making and its process - Staffing: basics of recruitment, types of interviews - Directing: authority and responsibility, departmentalization, centralized vs. decentralized management

Unit-V

Coordinating: policies and procedures - Fundamentals of TQM and Six sigma – Fundamentals of budgeting: Types – Conventional, Performance, Zero Base & Strategic (Basic Theoretical Concepts)

Text Books

1. Panneer Selvam R. “Engineering Economics”, 2007, published by Prentice-hall of India Pvt Ltd.
2. Prasad L. M. “Principles of Management”, 2008, Sulthan Chand, New Delhi.

Reference Books:

1. Donald G. Newman, Ted G. Eschenbach, Jerome P. Lavelle, “Engineering Economic Analysis”, 2004, published by Oxford University Press, Inc., 198, Madison Avenue, New York, New York 10016, www.oup.com.
2. Koontz H, Weihrich H, “Essentials of Management – An International Perspective” (2008), 7th Edition, 6th Reprint, McGraw-Hill Book Company, Blacklick, Ohio, U.S.A.

09MS211 BUSINESS ENVIRONMENT

Credits: 3:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- Understanding of fundamental ideas of business environment, types, approaches and forecasting the environment;
- Clear understanding of Economic indicators, policies, political and legal environment;
- Knowledge of demographical and societal environments;
- Knowledge increase in respect of Innovation, leadership and followership in technology environment and competitive structure; and
- Better idea of international environment and WTO.

Unit-I

Introduction, meaning and definition, salient features, important of the study-Environmental factors- Types of Business Environment: Internal, external, micro and macro environments - Environmental analysis: Techniques, approaches and importance-Environmental forecasting: types, techniques and limitations.

Unit-II

Economic Environment: Nature of the Economy, structure of the Economy and economic conditions- Macro economic policies: Monetary policy, fiscal policy, industrial policy and Exim policy of India - Political and Government environment: functions of state, economic roles of government, government and legal environment.

Unit-III

Demographic Environment: Population, size, birth rate, age structure, migration and ethnic aspects - Societal Environment: society, professionalization, ethics and culture in business-Social responsibility of business: classical and contemporary views.

Unit-IV

Technological Environment: Innovation, Technological leadership and followership, technology and competitive advantages and sources of technological dynamics - Competitive Environment: Market structure and Competitive structure.

Unit-V

International Environment: Globalization-meaning and dimensions: features of current globalization, stages of globalization and foreign market entry strategies- pros and cons of globalization, policy options, WTO and India.

Text Book

1. Saleem, S. (2006). Business Environment. (1st edn.) India: Pearson Education.

Reference Books

1. Cherunilam F. (2003). Business Environment. (14th edn.), India: Himalaya Publishing House.
2. Kew J. & Stredwick. J., (2006). Business Environment. (1st edn.), India: Jaico Publishing House.

09MS300 MANAGEMENT CONCEPTS

Credits 1:0:0

Learning Objectives

At the end of this course, the students should be able to:

- ❖ Understand the evolution, functions of management and theories
- ❖ Planning, strategy formulation, programmes, and decision making
- ❖ Organizing, theorizing and line & staff functions
- ❖ Authority and responsibility
- ❖ Controlling

Unit: I

Management: Introduction – Principles – Functions of Management. Evolution of Management – Scientific theories – Scope of principles of Management.

Unit: II

Planning: Introduction – Premises - Types of planning: Policies – Procedures – Strategies. Strategy Formulation, Programmes, Methods, Rules, Budgets. Objectives: MBO. Decision Making: Types of decision making.

Unit: III

Organizing: Organizational Structure - Theories of Organization - Span of Management - Line & staff functions.

Unit: IV

Authority & Responsibility - Centralization and Decentralization - delegation of authority, Departmentation: Basis of Departmentation

Unit: V

Controlling: The objectives and process of control - Role of information in control- Performance standard – Measurement of performance - Control Techniques.

Text Books

1. Koontz.H and Wehrich, (2006). Essentials of Management, (7th edn.), India: Tata McGraw Hill.

Reference Books

1. Tripathy, P.C. (2006). Principles & Practices of Management, (3rd edn.), India: Tata McGraw Hill.
2. Prasad, L.M. (2004). Principles and Practice of Management. (6th edn.), India: Sultan Chand & Sons.
3. Chunnawala, S.A. (2000). Essentials of Management. India: Himalaya Publishing House Pvt. Ltd

09MS301 QUANTITATIVE TECHNIQUES - I

Credits – 3:0:0

Learning Objectives:

At the end of this course, students should be able to:

- ❖ Understand data, information, presentation (tabular and graphical) of data;
- ❖ Measures of central tendency and dispersion
- ❖ Probability concepts such as addition, multiplication, random variables
- ❖ Probability distributions
- ❖ Sampling distributions
- ❖ Tests of significance difference and relationship

Unit: I

Introduction to statistics – purpose of statistics – kinds of numbers, scales, variables, attributes, Units, discrete and continuous data.

Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit: II

Events- Equally Likely – Mutually Exclusive- Independent events- Probability-Axioms- Classical definition – Addition Law – Conditional Probability – Multiplication Law – Baye’s Theorem.

Unit: III

Random Variable – Discrete – Continuous – Probability Distribution function – Cumulative Distribution function – Expectations and variances

Distribution: Binomial- Poisson- normal

Unit: IV

Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions

Unit: V

Estimation: Point estimates - Confidence intervals - interval estimates of the mean and proportion from large samples – interval estimates using ‘t’ distribution - Determining the sample size.

Testing of hypothesis about a population mean and proportion – testing of hypothesis about sample means (both large and small) and proportions.

Text Book

Levin, R.I., and Rubin, D.S. (2005). *Statistics for Management*. (7th edn.), India: Prentice Hall

Reference Book

1. Gupta, S.P. (2004). *Statistical Methods*. (33rd edn.), Sultan Chand: India
2. Srivastava, T.N., and Rego, S. (2008). *Statistics for Management*. (1st edn.), India: Tata McGraw Hill.
3. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2008). *Statistics for Business and Economics*. (4th edn.), India: Cengage Learning

09MS302 ORGANIZATIONAL BEHAVIOR

Credit 3:0:0

Learning objectives:

At the end of this course, the students should be able to understand:

- Understand the principles underlying organizational behavior
- Understand various behavioural processes and personality
- Theories of motivation
- Group dynamics
- Communication
- Leadership, organizational change and culture

Unit: I

OB as a subject, History and Development; contributing disciplines, Importance of OB to the field of management, Hawthorne studies - classical and modern approaches to management; systems approach to OB.

Unit: II

Basic behavioural Process: Cognitive functions - intelligence, Creativity, Problem solving, Learning and its process - implications, Attitudes and Values, Personality - Concepts, theories, estimation and applications; Perception - implications, counseling - importance and relevance..

Unit: III

Motivation – Traditional and contemporary theories and applications to management, Behaviour modification (OB mod) – Emotions and Moods

Groups: Group formation – Norms – cohesiveness - Group decision making – teams – types of teams – individual vs group decision making

Communication - interpersonal communication - Methods to improve interpersonal Communication.

Unit: IV

Leadership - Role and functions of a leader, Leadership theories and styles, contemporary roles of a leader. Power & politics: Forms and sources – power analysis – causes and consequences of political behaviours – Women leaders – cultural differences in leadership.

Organizational change: Approaches and resistance to change, Manager as a change agent; Conflict management, nature, sources.

Unit: V

Organizational culture: role of culture – functions and effects - Career stages – Organisational processes and structure: traditional approaches to job design – alternative approaches – design processes.

Text Books

1. Robbins S.P., Judge, T.A., Sanghi, S. (2009), Organizational Behaviour. (13th edn.). New Delhi: Pearson Education

Reference Books

1. Nelson, D.L., and Quick, J. C. (2008). Organisational Behaviour: Foundations, realities & Challenges (5th edn.). India: Cengage Learning.
2. Slocum, J.W., & Hellriegel, D. (2008). Fundamentals of Organisational Behaviour. (2nd edn.). India: Cengage Learning.
3. Umasekaran, (2004). Organizational Behaviour, (2nd edn.), New Delhi: Tata McGraw Hill.
4. Greenberg, J., & Baron, R.A. (2007). Behavior in Organisations: Understanding and Managing the Human Side of Work (9th Edn.). India: Pearson Education.

09MS303 BASIC FINANCIAL ACCOUNTING

Credit - 3:0:0

Learning objectives:

After completing the units the students should be able to understand

- The fundamental concepts, principles and rules of accounting.
- Double entry book keeping and preparation of final accounts.
- Single entry and conversion of single entry into double entry.
- Self balancing ledger and branch accounting.
- Depreciation accounting and royalty accounts.

UNIT-I

Fundamental concepts and conventions - Principles and rules of accounting – Groups interested in Accounting - Capital and Revenue Difference - Indian accounting standards Vs US GAAP.

UNIT -II

Double Entry Book Keeping - Journal and Ledger - Trial Balance- rectification of errors – Subsidiary Books - Final Accounts - Trading account, P&L account and Balance Sheet- Manufacturing Account.

UNIT -III

Single entry - merits and demerits -difference between single entry and double entry – statement of affairs method – conversion of single entry into double entry.

UNIT- IV

Self balancing ledger- Debtors ledger- Creditors ledger – General ledger - Branch accounting – Ordinary - Stock and debtors systems - Independent branch account (incorporation entries).

UNIT - V

Depreciation - Meaning - Objectives - Basis and Methods of providing depreciation - Straight Line method, WDV method, sinking fund method, annuity method- Royalty accounts (Excluding sub-lease).

Text book:

Sukla, M.C and Grewal, T.S. (2005) Advanced Accountancy, (3rd edn.), Sultan Chand and Sons: New Delhi,

Reference Books

1. Gupta and Radhasamy (2007) Advanced Accountancy, (4th edn.), Sultan Chand and Sons: New Delhi.
2. Jain and Narang, (2007). Advanced Accountancy, (3rd edn.), Kalyani Publishers: New Delhi

09MS304 MICRO ECONOMICS

Credits - 2:0:0

Course Objective: This course is designed to help in managerial decision making in order to achieve desired economic goals. It also helps in solving problems related to business issues. It enhances the ability of the students to apply fundamental economic concepts to complex business realities and it also helps in business forecasting.

Unit I

Introduction - Nature and Scope of economics – Difference between Micro and Macro Economics – Theory of Demand – Law of Demand - Types of Demand - Elasticity of Demand - Demand forecasting – Supply analysis.

Unit II

Production- Production Function –Cobb-Douglas Production function - Law of returns to Scale – Economies of Scale – Iso-quant. Cost of production – Concepts – Short run and long run cost-output relationship.

Unit III

Market Structure – Price and output determination under Perfect Competition – Monopoly – Types of Monopoly – Monopolistic competition – Oligopoly – Game Theory.

Unit IV

General Equilibrium Theory – Characteristics of equilibrium – Disequilibrium – Theory of Consumer Behavior under risk and uncertainty- – Decision making under uncertainty – Managing Risk and Uncertainty.

Unit V

Factor pricing under different market conditions- Determination of Rent, wage, Interest and Profit.

Text Book:

1. Gregory Mankiw (2007), Principles of Micro Economics, 3rd Edition. Cengage Learning Publications.

Reference Books:

1. William J. Baumol and Alan S. Blinder (2005), “Micro Economics Principles and Policy”, (9th Edn.), Cengage Learning Publications.
2. Robert S. Pindyck and Daniel L. Rubinfeld (2005), “Micro Economics”, (6th Edn.), Prentice-Hall of India Pvt. Ltd.,

09MS305 COMPUTER APPLICATIONS IN MANAGEMENT

Credits - 0:0:2

1. Computer, its components and functioning;
2. Windows 2000: Use of basic features;
3. MS-OFFICE

MsWord: Managing word documents – Formatting painter – spelling and grammar, Thesauras – Graphics, autoshapes – page formatting – mail merge.

Ms power point: Design Template – screen layout – working with slides – headers and footers

Ms Excel: spreadsheets – adding and renaming worksheets. Formulas and functions: financial functions, statistical formulas, correlation, regression. Database functions: daverage, dsum, dcount, dmin, dmax. Lookup – Vlookup – Hlookup

Msaccess: sorting and filtering – queries.

4. Web Publishing using front page and HTML;
5. Tally and introduction to financial packages

Text Book

Sudalaimuthu, S., and Raj, S.A. (2008). Computer Application in Business. (1st edn,). India: Himalaya Publishing House.

Reference Book

Rajaraman, V. 2002, “Fundamentals of Computers”. New Delhi: Prentice-Hall of India,

09MS306 RESEARCH METHODOLOGY

Credits - 3:0:0

Unit I

Introduction to basic research - Research process – Research Design: Descriptive Design, Exploratory Design, Causal Design – Problem Identification – Research objectives – Hypothesis: Types, Characteristics, Level of Significance & Errors.

Unit II

Review of literature: Need – search procedure – sources – planning the review work; construct development; construction of questionnaire.

Fundamentals of measurement and scaling - Types of scales – Nominal, Ordinal, Interval and Ratio - Scaling Techniques - Scale construction techniques – Sampling basics – Types of sampling - Sampling Techniques.

Unit III

Sources of data - Data collection Techniques - Data preparation for analysis: Data Editing & Coding - Central Editing - Field Editing - Cross Tabulations

Unit IV

Parametric and Non-parametric tests – Selection of tests for analysis

Unit V

Data Interpretation of analysis - Report generation.

Text Books

Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research

Methodology. (3rd edn.), Pearson Education: India

Reference Books

- 1) Cooper D.R and Schindler P.S, 1998. Business Research Method. Singapore: McGraw Hill International Editions.
- 2) Kothari C.R 1999. Research Methodology. New Delhi: Wiley & Sons.
- 3) Krishnaswami, O. R. (2005). Methodology of Research in Social Sciences. India: Himalaya Publishing House.

09MS307 MANAGERIAL COMMUNICATION

Credits - 2:0:0

Objectives:

- describe the major theories underpinning managerial communication;
- examine the relationships between different managerial communication theories and concepts;
- discuss managerial communication in the context of organisational examples;
- compare and contrast verbal and nonverbal messages and examine their impact on interpersonal communication;
- extend skills in written and oral expression as relevant to the unit assessment tasks.

Unit: I

Fundamentals of Communication, Process, Objectives, Types – The importance of effective communication – Media - Non verbal communication - Barriers to communication - Principles of effective communication.

Unit: II

The role of written business communications - Letter writing – Essential parts and optional parts of a letter, planning a letter, legal implications, and letter writing exercises - Report writing – Types, layout of a report, essentials of a good report, report preparation exercises. Agenda and minutes of meeting:- -public relations letters – manuscripts for publications- building goodwill through business letters – e-mail writing.

Unit: III

Oral communication – Audience analysis, preparing a speech, types of oral presentations, principles for making an effective oral presentation, evaluating an oral presentation. Effective speaking : Characteristics of a good speech – profile of a good speaker – interview techniques

Unit IV

Management Communication: Principles for effective organizational communication, a communication process, Management by communication, impression management

Unit V

Recent trends in communication technologies: Audio - visual means of communication visual / computer aided instructions and learning.

Text Book

- 1) Flatley, M.E., Lesikar, R. (2004). Basic Business Communication. (10th Edn.), Irwin Professional publication
- 2) Rajendra pal, Korlahalli, Essentials of business communication, Sultan chand & sons
- 3) Matthukutty M. Monipally, Business communication Strategies, Tata McGraw – Hill Publishing Co. Ltd.,2001

Reference Books:

1. Rayudu, (2007). Communication. (8th Edn.), India: Himalaya Publishing House
2. Roy W. Poe, Rosemary T. Fruehling Business Communication A.I.T.B.S. Publishers & Distributors

09MS308 LEGAL ENVIRONMENT OF BUSINESS

Credits - 3:0:0

Objectives: To acquaint the students with principles and legal aspects of various legislations like contract, agency, partnership, sale of goods act, company Law, Consumer Protections, Right to Information etc

Unit – 1

Introduction: Meaning and Scope of business law. Indian Contract Act of 1872 : Definition – Types of contract – Essentials of valid contract– Legal rules as to offer, acceptance, consideration -Free consent -Void agreements –Remedies for breach of contract.

Unit 2

Special Contracts: Indemnity and guarantee: Difference between indemnity and guarantee-Rights and liabilities of surety-Discharge of surety, Contract of Agency: Rules of agency-Creation of agency-Rights and duties of agent-Termination of agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Difference between sale and hire purchase- Sale and agreement to sell.

Unit 3

Indian Partnership Act–1932: Constitution of partnership, Types of partners-Rights, duties and liabilities of partners, Dissolution of partnership.
Companies Act, 1956: Kinds of companies-Privileges of private company-Stages for formation of company-Memorandum of association-Articles of association-Company management-Appointment of independent directors, powers, duties & liabilities-Types of winding up of a company (General awareness)

Unit 4

Consumer Protection Act [COPRA] 1986: Introduction – Consumer Protection Council – consumer redressal agencies.Right to Information Act 2005: Right to information meaning – Public Authorities & their obligations - Disclosure of Information – Procedure for request of information – Central and state Information commissions – Powers and functions of the information commission-Appeals and penalties.

Unit 5

Introduction – Trips agreement – World Intellectual Property Organisation – patent – trade mark – copy rights – trade secret – IPR organizations and laws - audit – IPR in India

Text Books:

1. Kapoor N. D (2009), Business Law, (5th edn.) Sultan Chand & Co
2. Karuppasamy, R., and Bindusha, H.C. (2008). Intellectual Property Rights. (1st edn.), India: Himalaya Publishing House.

Reference Books

1. Tulsian (2007). Business Law. (2nd edition). New Delhi: Tata McGraw Hill
2. Aswathappa. K & Ramachandra, (2001) Business Law, (6th edition) Mumbai. Himalaya Publishing House
3. M.C. Kuchhal, (2004). Business Law. (4th edn), New Delhi: Vikas Publishing House
4. Kapoor N.D (2008). Elements of Mercantile Law (29th edn.), Sultan Chand & Co
5. Right to Information Act 2005 - Bare Act

09MS309 HUMAN RESOURCE MANAGEMENT

Credits - 3:0:0

Learning Objectives

At the end of this course, the students should be able:

- To understand the need for HR function, manager and policies;
- To understand manpower planning;
- To understand various compensation techniques and develop a compensation system;
- To understand the importance of health and safety and need for a grievance addressal system;
- To understand the importance of HR accounting

Unit I: Strategic role of HRM

Nature, Scope and Objectives – Traditional HR Vs Strategic HR – Evolution of the concept of HRM – Qualities and role of HR manager - Personnel policies and procedures – TQM and HR – Role of HR in Re-engineering

Unit II: Procurement and Development Functions

Human Resource Planning - Job Analysis - Recruitment, selection, placement and induction - Training & development - Job change – Career and succession planning

Unit III: Compensation Function

Job evaluation – Performance and potential appraisal - Compensation administration Incentives and employee benefits - Wage system in India – State regulation of payment of wages

Unit IV: Maintenance and Integration Functions:

Administration of welfare – Health and safety – Social security - Employee grievances - Administration of discipline – Employee empowerment – Collective bargaining

Unit V: Audit and Control Function

HR Audit - Human Resource accounting - Controlling manpower costs – MBO - Human Resource Information Systems.

Text Book

1. Rao V S P., (2005) Human Resource Management (2nd edn.) Excel Books: India

Reference Book

1. Subba P Rao., (2000) Essentials of Human Resource Management and Industrial Relations Himalaya Publishing House, India

09MS310 ENTREPRENEURIAL DEVELOPMENT

Credits - 2:0:0

Objectives:

1. To develop entrepreneurial skills that may contribute to the success of the students' practical learning experience;
2. To investigate the types of resources and sources that may be used to evaluate and plan an entrepreneurial venture;
3. To develop a venture plan that can be used as a planning tool for a specific potential opportunity and idea;
4. To explore the career choices available to the entrepreneur/intrapreneur.

UNIT I: Fundamentals of Entrepreneur and Entrepreneurship

Entrepreneur – Definitions – culture and concept - Characteristics of Entrepreneurs - Types of Entrepreneurs - Difference between Entrepreneur and Intrapreneur - Theories of Entrepreneurship – Women Entrepreneurs.

UNIT II: Entrepreneurial Development

Motives that influence Entrepreneur – Process of Entrepreneurial development - Achievement Motivation - Risk Management - Entrepreneurship Development Programs

UNIT III: Project Management

Small Enterprises - Characteristics, ownership structure - Project Formulation – Steps involved in setting up a Business - Identifying, Selecting a good business opportunity - Market survey and Research, Techno economic Feasibility Assessment - Preliminary Project Report - Project Appraisal

UNIT IV: Financial Analysis

Need-Sources of Finance - Term Loans - Capital structure - Financial Institutions - Management of working capital - Costing Break Even Analysis - Network analysis - Taxation - Income Tax, Excise Duty - Sales Tax – Sources of finance.

UNIT V: Government and Institutional Support

Institutional Support to Entrepreneurs-Sickness in small Business – Business plan - Concept, Magnitude, Causes and Consequences, Corrective measures - Government Policy for small Scale Enterprise - Growth strategies in small Industry - Expansion, Diversification, Joint venture, Merger, sub-contracting.

Text Book

Desai, V. (2007). Dynamics of Entrepreneurial Development. (4th edn.), India: Himalaya Publishing House.

Reference Books

1. Kuratko, D.F., and Hodgetts, R.M. (2009). Entrepreneurship: In the New Millennium. (2nd edn.), India: Cengage Learning
2. Hisrich, R.D., Peters, M.P., and Shepherd, D.A. (2007). Entrepreneurship. (6th edn.), India: Tata McGraw Hill.
3. Bridge, S., O, Neill, K., and Cromie, S. (2007). Understand Enterprise. (2nd edn.), India: Palgrave Macmillan
4. Charantimath, P.M. (2006). Entrepreneurship Development and Small Business Enterprise. (1st edn.), India: Pearson Education.

09MS311 MACRO ECONOMICS

Credits: 2:0:0

Course Objective: The purpose of this course is to help students learn the fundamentals of macro economics and they can apply these concepts to their lives and to the world in which they live. Economic theory is useful and interesting only if it can be applied to understanding actual events and policies. Therefore this course gives greater understanding about news from around the world. It enhances the ability of the students to apply fundamental economic concepts to complex business realities.

UNIT – I

Introduction to Macro Economics – Circular flow of income – Macro Economic concepts – Aggregate Demand – Aggregate Supply.

UNIT – II

National Income – concepts – Methods of measuring National Income – Uses of National Income – National Income of India – World.

UNIT – III

Money – kinds and functions of money – Demand for money – Supply of money – Inflation – Causes and effects – Measures – Theories of inflation – inflation and Unemployment and poverty – Anti inflationary policies.

UNIT – IV

Government Policies and Regulations – Monetary Policy of India – Fiscal policy of India.

UNIT – V

Business cycle – various phases of Business cycle – Theories on Business cycle – Balance of Payments of India.

Text Book:

Mankiw, G. (2007). “Macro Economics” (4th edn.), Cengage Learning: India.

Reference Books:

1. Bush, R.D., Fischer, S., and Startz, R. (2004), “Macro Economics”, Tata Mc.Graw Hill: India.
2. Errol D’Souza (2008), “Macro Economics”, (1st edn.), Pearson Education: India
3. Publications of RBI, CMIE, World Bank, IMF, UN.
4. Websites of World Bank, RBI, IMF, UN and Ministry of Finance of India.
5. Economic Political Weekly, The Economist and other business magazines.

09MS312 COST AND MANAGEMENT ACCOUNTING

Credits: 3:0:0

Objectives:

After the end of this course, the students should able to understand

- Management accounting introduction, meaning, scope & importance;
- Financial Statement Analysis and the tools used; Fund flow and cash flow application & differences;
- Cost accounting basics, Preparation of cost sheet, Break even analysis;
- Types of Budgets including ZBB.

UNIT- I

Introduction: Management Accounting - Meaning and definition - Nature -Scope -Objectives – Functions Distinction between financial and management accounting - Importance – Limitations.

UNIT- II

Financial Statement Analysis: Meaning of Financial statements Analysis and Interpretations - Tools/Techniques - Common Size-Comparative and Trend Percentage - Ratio Analysis (liquidity, solvency, profitability and turnover ratios).

UNIT- III

Fund Flow and cash flow: Fund Flow Statement - statement of Changes in working capital- calculation of funds from operation Statement of sources and applications. Cash from Operations – Inflow and Outflow of Cash - Differences between Fund flow and Cash flow.

UNIT-IV

Cost accounting and break even analysis: Meaning and definition - Nature -Objectives – classification of cost- Functions Distinction between cost and management accounting- Importance – Limitations- Elements of cost and cost – marginal costing – Break Even Analysis- usage for management decision making – limitations.

UNIT-V

Budgets and budgetary control: Types of budget- fixed and flexible budgets-cash budget-overhead budget- production and sales budget- budgetary control- meaning , advantages and limitations –zero based budgeting.

Text Book:

1. Maheswari.S.N, (2006). Management Accounting. (2nd edn.), Sultan Chand: New Delhi

Reference Books:

1. Sharma R.K and Gupta S.K,(2005) Management Accounting, Kalyani Publishers, New Delhi.
2. Srinivasan. N.P and Sakthivel Murugan.M,(2006). Accounting for Management. Sultan Chand: New Delhi.

09MS313 MARKETING MANAGEMENT – I

Credits 2:0:0

Unit: I

Marketing - Scope, Marketing concepts, Marketing functions, Marketing environment, Marketing plan, Marketing research, Market intelligence systems, and Customer Relationship Management

Unit: II

Product - Product types and levels, Product planning, Product positioning, New product development, Product life cycle, Packaging and labeling

Unit: III

Pricing - Pricing objectives and methods, Setting and modifying the price, Initiating and responding to price changes.

Unit: IV

Physical distribution - Distribution mix, Channel management, Inventory, Transportation and Warehousing.

Unit: V

Promotion - Promotion mix, Advertising campaign, Media strategy, Advertising agencies, Sales promotion, Personal selling and Public Relations.

Text Book:

- Panda,T.K. (2007). Marketing Management. (2nd edn,). India: Excel Books

Reference Books:

1. Kotler, P., Keller, K.L., Koshy, A., Jha., M. (2009). Marketing
2. Management: A South Asian Perspective. (13th edn.). India: Pearson
3. Education.
4. Evans, J.R., and Berman, B. (2008). Marketing Management. (1st edn.).
5. India: Cengage Learning.
6. Lal, R., Quelch, J.A., and Rangan, K.V. (2005). Marketing Management: Text and Cases. India: Tata McGraw Hill.
7. Dhar, U., Nath, V.V., Nair, S.K., and Yadav, P.K. (2008). New Age Marketing. (1st edn.). India: Excel Books.
8. Kerin, R., Hartley, S., and Rudelius, W. (2009). Marketing. (9th edn.). New Delhi: Tata McGraw Hill.

09MS314 BUSINESS ETHICS

Credits 2:0:0

Unit I: Ethics in Business

Business Ethics and issues – moral development and reasoning – utilitarianism – justice and fairness - free markets, trade and utility.

Unit II: Ethics in Competition

Ethics in market place: Perfect Competition – monopoly competition - oligopolistic competition and public policies

Unit III: Ethics and Environment

Concepts of Environment, ecology, natural resources – ethics and environment - environmental deterioration – ethics of pollution control - development and environmental quality – components of environmental management.

Preventive environmental policy – environmental impact assessment (EIA) – environmental impact statement (EIS) – environmental impact and risk assessment – environmental audit in India – global and National policies on environment protection

Unit IV: Ethics and HR

Ethics of job discrimination – nature, extent – discrimination: utility, rights and justice – employees responsibility toward the firm – firm’s duties to the employee – employee rights.

Unit V: Corporate Social Responsibility

Need for CSR; stakeholders – Operational, social, environmental, economic CSR Aspects - CSR and corporate behavior - corporate and managerial behaviour; performance evaluation and performance reporting - Globalisation and CSR - Challenging corporate activity - Electronic ontologies and CSRs

Text Books

Velasquez, M.G. (2009). Business Ethics. (6th edn.), Tata McGraw Hill: India

Reference Books

- Karuppasamy, R., and Bindusha, H.C. (2008). Intellectual Property Rights. (1st edn.), India: Himalaya Publishing House.
- Reddy, B. (2007). Knowledge Management: Tools for Business Development. (1st edn.), India: Himalaya Publishing House.
- Bal, A.S. (2005). Environmental Management. (1st edn.), India: Himalaya Publishing House.
- Agarwal, S.K. (2008). Corporate Social Responsibility in India. (1st edn.), Response Books: India;
- Lee, K. and Collin, J. (2006). Global change and health. (1st edn.), Tata McGraw Hill: India

09MS315 DATA ANALYSIS FOR BUSINESS DECISION

Credits 0:0:2

Unit: I

Essential data analytical Tools in Marketing Decisions – Some background statistical concepts – Concepts of Parametric and Non parametric Tests – Scale of Measurement

Unit: II

– Classification of Data Analysis: Univariate, Bivariate and Multivariate – Overview of SPSS functions.

Unit: III

Major Parametric Techniques: T – test, Z – test, Correlation, one-way ANOVA, Post Hoc Multiple Comparison Tests, Correlation, Bivariate Regression.

Unit: IV

Major Nonparametric Techniques – Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogorov – Smirnov Test, Chi-Square Analysis, Spearman’s Rho, Kendall’s Rank Correlation, McNemer Test, Walsh Test, Kruskal – Wallis one way ANOVA; Friedman Two-way ANOVA.

Unit: V

Multivariate Techniques: Multiple Regression – Factor Analysis – Discriminant Analysis
Based on the above syllabus, the following experiments are to be conducted:

1. Testing the Mean Difference including the influence of uncontrolled variables
2. Testing the Association / Relationship
3. Testing the Interdependencies
4. Testing the Models (Model generation, modification and confirmation)
5. Testing the Estimates
6. Testing the classification

Text Book:

Nargundkar, R. (2008). Marketing Research: Text and Cases. (3rd edn.). New Delhi: Tata McGraw-Hill.

09MS316 OPERATIONS RESEARCH

Credit 3:0:0

Objectives: To understand the divisions of management functions within the organization. Understand the scientific approach to the solution of problems in the management of complex systems. In a rapidly changing environment an understanding is sought which will facilitate the choice and the implementation of more effective solutions which, typically, may involve complex interactions among people, materials and money.

UNIT – I

Linear Programming: Introduction – Mathematical formulation of a problem – Graphical solutions – General LPP – Artificial Variable Technique – Two Phases Simplex Method.

UNIT – II - Transportation & Assignment: Introduction – Initial basic feasible solution – NWC method – Least Cost Method – Vogel's Method – MODI – moving towards optimality without Degeneracy – Assignment Algorithm – Hungarian Method & problems.

UNIT – III - Game Theory: Games and Strategies – Two – Person Zero Sum game – Maxmin – Min Max Principle – Dominance and graphical method – Simple problems.

Sequencing problem – processing of n jobs through 2 machines, 3 machines, machines – Graphical method

UNIT – IV - Queuing theory: Basic queuing situations – single server queuing model $M|M|1 : \infty$ FIFO Model

UNIT – V : Network Models - Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT – problems.

Text Book

Swarup, K., Gupta, P.K., and Mohan, M. (2008). Operations Research. (14th edn.). New Delhi: Sultan Chand and Sons,

Reference Books

1. Taha, H. A (2007). Operations Research: An Introduction. (8th Edn.). India: Pearson Education.
3. S.D.Sharma. (2007). Operations Research: Theory and Applications. (3rd edn.). Macmillan India Ltd.,
- 4.Sivarethinamohan, R. (2008). Operations Research. (1st edn.). Tata McGraw Hill. New Delhi: India

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09MS317 STRATEGIC MANAGEMENT

Credits 3:0:0

UNIT: I

Strategy – History of strategy, Business policy and objectives, Strategic Management, Strategy pyramid, Strategic management frameworks, Strategic Management process, Strategic Management in practice.

UNIT: II

Organizational direction – Hierarchy of plans – Vision, Mission etc., Environment scanning, Environment analysis, tools and techniques for internal and external analysis.

UNIT: III

Strategy formulation – Directional policy, Competitor analysis, Corporate, business and operational strategies - Generic strategies and Grand strategies. Strategy analysis and choice

UNIT: IV

Strategy implementation and control – Strategy and Structure, 7-s model, Strategy implementation approaches, Strategic control – tools and techniques, Du Pont model, Strategic Leadership.

UNIT: V

Globalization effects on Strategy, Strategy and Internet, Balanced Scorecard, International strategic management, Future of Strategic Management and Strategies of leading Indian and Multinational corporations.

Text Books

Pearce, A & Robinson. (2007). Strategic Management. (10th Edn.), Tata McGraw hill.

Reference Books:

David, F.R. (2005). Strategic Management. (9th Edn.), India; India: Pearson Education

09MS318 FINANCIAL MANAGEMENT

Credits 3:0:0

Learning objectives:

At the end of this course, the students should able to understand

- ❖ The Objectives, Scope, Functions of Financial Management and Sources of

Finance.

- ❖ Cost of capital its Objectives ,Importance ,Computation.
- ❖ Capital Structure its Importance & Theories.
- ❖ Working Capital Management, Factors affecting Working Capital Management, Operating cycle.
- ❖ Capital budgeting & various tools used to evaluate capital investment proposal.

UNIT I

Financial Management: Objectives - Scope -Importance - Functions - Role of Financial Manager- Sources of Finance -Long and Short term.

UNIT II

Cost of capital: Objectives - Importance - Computation of Cost of debt, Equity, Preference and retained earnings - Weighted Average Cost of Capital- EBIT- EPS Analysis - Types of Leverages.

UNIT III

Capital Structure: Meaning -Importance - Theories - Net Income Approach - Net Operating Income Approach – traditional approach - MM Approach - Dividend Policy: Factors affecting dividend policy.

UNIT IV

Working Capital Management- Nature, Meaning and Objectives - Factors affecting Working Capital Management - Operating cycle.

UNIT V

Capital Budgeting - NPV, ARR, IRR, Pay Back Period, Profitability Index - Advantages and Disadvantages-Risk analysis in capital budgeting.

Text Book:

1. Pandey. I.M.(2006), Financial Management, Vikas Publishing House, New Delhi.
2. Chandra, P (2007), Financial Management Theory and Practise, Tata Me Graw Hill, New Delhi.

Reference Book:

1. Maheswari. S.N(2006), Financial and Management Accounting, New Delhi Vikas Publishing House.
2. Khan.Y and Jain. P.K, (2008) Financial Management, (4th edn.), Tata Mc Graw Hill, New Delhi,

09MS319 OPERATIONS MANAGEMENT

Credits 3:0:0

Learning Objectives:-

- To learn a brief history of operation management and product, process and capacity designs.

- To make the students understand the importance of facility, location and layout and to bring out the analytical capability to forecast the demand.
- To give a comprehensive learning of the latest trends of handling the materials like MRP and JIT
- To demonstrate the competence of the quality concepts like TQM and Six Sigma.
- To emphasize the understanding towards the evaluation approaches such as value analysis.

Unit 1

Historical evolution of production and operations management – Types of production systems – Product design – Capacity planning – Process planning

Unit2

Facility Location– Facility layout– Maintenance management–Demand forecasting and aggregate planning

Unit 3

Materials Management :- Materials Requirement Planning(MRP) – Inventory control system (EOQ, Types) – Purchase management – Warehouse Management – JIT Concept

Unit 4

Quality Concepts: TQM, Six Sigma – control charts and acceptance sampling by variable and attributes-Sample plans-OC curve: AQL, AOQL, LTPD

Unit 5

Work study-Value analysis – Business process re-engineering-Supply Chain Management

Text Books

Chase, R.B., Jacobs, F.R., Aquilano, N.J., and Agarwal, N.K. (2006). Operations Management: For Competitive Advantage. (11th edn.). India: Tata McGraw Hill

Reference Books

1. Gaither, N., and Frazier, G. (2009). Operations Management. (9th edn.), India: Cengage Learning.
2. Heizer(2009). Operations Management. (8th edn.), India: Pearson Education
3. Mahadevan (2009). Operations Management (1st edn.). India: Pearson Education.

09MS320 MARKETING MANAGEMENT II

Credits 2:0:0

Unit: I

Strategic marketing management-concepts and techniques, marketing research models, STP strategies and Buyer behaviour analysis.

Unit: II

Product research, new product development techniques, Product portfolio analysis and Strategic brand management.

Unit: III

Pricing research, Pricing strategies, Supply chain management and Promotional strategies.

Unit: IV

Customer Relationship Management strategies, Competitive strategies and Strategic global marketing

Unit: V

Contemporary marketing strategies, Recent trends analysis and Marketing performance reviews.

Text Book

Kerin, R., and Peterson, R. (2007). Strategic Marketing Problems: Cases and Comments. (11th edn.). India: Pearson Education.

Reference Books

1. Rao, V.R., and Steckel, J.H. (2006) Analysis for Strategic Marketing. (1st edn.), India: Pearson Education.
2. Kotler, P., Keller, K.L., Koshy, A., Jha., M. (2009). Marketing Management: A South Asian Perspective. (13th edn.). India: Pearson Education.
3. Marketing Handouts (will be provided)
4. Marketing Articles (List will be provided during the sessions)

09MS321 MANAGEMENT INFORMATION SYSTEM

Credit 3:0:0

Learning Objectives:

At the end of this course, the students should be able to:

- . Understand the Information system and the types of system;
- . Study the architecture of the computer peripherals and system softwares;
- . Understand the transaction processing system, information reporting and executive information system;
- . Understand computer networks;
- . Plan and implement information system in an organisation.

Unit : I

Fundamentals of Information systems: systems concepts - Types of system, system approach - relevance to modern organization - Data Vs information.

Unit : II

Managerial overview: Computer Hardware & Trends in Computer Hardware & Computer Peripherals - Managerial overview: Computer software - System software: OS, DAMS, OOPS - Application software -spread sheet - Graphic packages.

Unit : III

Information systems in Business and Management:- Transaction processing system: Information Reporting and Executive information system - DSS-AL & Export systems.

Unit : IV

Managerial overview: Introduction to computer networks- DTP - Image processing- Electronic communication system - Electronic Meeting System.

Unit : V

The Managements of information systems: Information Resource Management, Managing. Information services - planning & implementing information system & controlling Information system..

Text Books

1. O'Brien, J.A., and Marakas, G.M. Management Information Systems. (7th edn.), Tata McGraw Hill: India

Reference Books

1. Oz, E. (2008). Management Information Systems. (2nd edn.), India: Cengage Learning
2. Laudon, J.P and Laudon, K.C. (2007). Management Information System. (10th edn.), Pearson Education: India
3. Haag, S., Cummings,M., and Phillips, A. (2008). Management Information Systems. (6th edn.), Tata McGraw Hill: India
4. Murthy. C.S.V. (1999), Management Information Systems. (1st edn.), Himalaya Publishing House: India

09MS322 INTERNATIONAL BUSINESS MANAGEMENT

Credits 3:0:0

Learning Objectives:

At the end of this course, the students should be able to:

- Understand geographical, economical, socio-cultural and legal environment;
- Understand the International trade theories
- Develop strategies and understand the ethics involved in International business
- Understand foreign investments, tariffs and quotas
- Manage and strategise Technology and Technology Transfer through Technology flows, prospects and inputs

Unit -1

Introduction, nature, importance, benefits, scopes, evaluation and development of International Business. International Business Environment: Geographical, economic, socio-cultural, political and legal environments.

Unit-2

International trade theories: Mercantilism, Adam Smith's Absolute Advantage, David Ricardo's Comparative Advantage, Haberler's Opportunity Cost Theory, Heckscher-Ohlin Theory, Leontief's Paradox and Product Life cycle Theory.

Unit-3

Strategy of International Business: entry strategy, entry modes, Greenfield venture, Acquisition, Strategic alliances. Ethics in International Business: employment practices, human rights, environmental pollution, corruption, moral obligations, ethical dilemmas, roots of un-ethical behaviour.

Unit-4

Management of International Operations: Location for production, management of Inventory, Sourcing of Inputs and International Services. Foreign Investment: Benefits, Determinants and trends in FDI-Horizontal FDI and Vertical FDI. Tariffs and Non-tariff barriers to trade: Tariffs and Quotas.

Unit-5

Global technology Management: Technology and International Business, Technological Strategy, Information technology and International Business. International Technology Transfer: Technology flows, prospects and problems in MNCs.

Text Book

Hill, C.W.L., & Jain, A.K. (2009). International Business. (6th edn.), India: Tata McGraw Hill.

Reference Books

1. Paul, J. (2005) "International Business", (2nd Edn.), Prentice Hall of India.
Sharan, V. (2009). "International Business", (2nd Edn.), Dorling Kindersley Pvt. Ltd.

09MS 323 ADVANCED MANAGERIAL SKILL

Credit: 2:0:0

Unit: I – (5 hrs)

Organizational Creativity: Basic concepts - Creativity & Innovation – Creative thinking and Critical thinking – Creativity and Innovation in science and engineering - Organizational Creativity - Creative Problem Solving methods – Innovation Process

Unit: II – (5 hrs)

Governance at work Types of Governance: Global governance – Democratic governance – Participatory governance - Corporate governance - Project governance – e-governance –

Good governance – Elements of good Governance- Case study of effective governance models.

Unit III – (6 hrs)

Understanding Work Teams & Conflicts: Groups and Teams – Types of Teams - Teams basics – Stages of Team building – Forming, Storming, Norming, Performing, Adjourning – Creating effective teams – Turning individuals into team players - **Conflicts** - The conflict process – Conflict management and avoidance strategies - Negotiation Process - Role plays

Unit: IV – (8 hrs)

Communication in the corporate world: Direction of Communication – Formal Vs Informal Networks – Transaction Analysis in communication - Non-Verbal Communication – Electronic Communication – Presentations - Grooming and Dressing – Business Etiquette – Dealing with people

Unit IV – (6 hrs)

Adapting to Corporate life – Corporate Dressing – Dress codes – Grooming for men and women – Business Etiquettes – Table manners – Dealing with people – Peers, Subordinates & Bosses – Organizing Effective Meetings

Recommended Text Book

Stephen P. Robbins, Essentials of *Organizational Behavior*, (2002) John Wiley & Sons, , New York,

Reference Books:

1. Timpe, Dale A. (2005), “Creativity” M/s. Jaico Publishing House, New Delhi
2. Rao. V.M. E-Governance (2006) ABD Publishers. Jaipur
3. Jerald Greenberg, Robert A. Baron / Carol A. Sales / Frances A. Owen / Verlag (1999) Behaviour in Organizations, : Pearson Education
4. Pradip. N. Khandwalla (2006) The Winning Edge, Corporate Creativity. published by Tata Mcgraw Hill
5. John L. Colley, Corporate Governance Jacqueline L. Doyle, Published 2003 McGraw-Hill Professional

09MS324 PRICING MANAGEMENT

Credit 2:0:0

Learning Objectives: To orient towards the issues relating to the important “P” of the marketing pillars and outline the methods, models and strategies available for governance in respect of pricing

UNIT –I

Introduction: Marketing mix elements – pricing in marketing mix – pricing for products and services — importance of pricing – basic pricing theories

UNIT –II

Pricing policy: Managing customer expectations and behaviors - price level, setting the right price, costs and their effect on pricing decisions – Price optimization - Financial analysis, pricing for profit – customer value pricing.

UNIT –III

Pricing strategies: Source of pricing advantage - price structure, segmentation, pricing tactics for separate markets - price and value communication: strategies to influence willingness-to-pay – iso-profit analysis.

UNIT –IV

Competition: Managing conflict - pricing in channels of distribution, managing multiple transactions and relationships - pricing over the product life cycle - adapting strategy in an evolving market – price wars in the market.

UNIT –V

Pricing trends: Research techniques to supplement judgment, price cutting, reacting to a price change - Ethics and the law, understanding the constraints on pricing – recent trends.

Text Book

1. Simon, H (2000). Pricing Management , 2e , North Holland Publisher, Holland.

Reference Books

1. Dolan, R.J & Simon, H(1996), Power Pricing, Free Press, USA.
2. Marn, M.V., and Roegner, E.V. (2008). The Price Advantage, Kogan Page, UK.
3. Kotler, P. (2006). Marketing Management, 13e, PHI, New Delhi.

09MS325 BRAND MANAGEMENT

Credit 2:0:0

Learning Objectives: To provide an overview of brand aspects in the current context on brand management and strategies by outlining the various options available before a brand manager.

UNIT I: Brand Concepts

Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value.

UNIT II: Brand Management

Brand and Firm - Brand building – brand building for consumer durables, services, corporate - Brand failure reasons - Packaging, - brand audits – profile of a brand manager.

UNIT III: Brand and Consumer

Brand inside and outside - Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods

UNIT IV: Branding Decisions

Brand Extension – Cobranding – Brand Re-establishing -- Global Branding - recent developments in brand management - Role of Brand Managers

Unit –V: Branding Strategies

Brand Loyalty, Competitive strategies for local and multinational brands, Strategies against private labels, brand harvesting – recent trends.

Text Book

1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.

Reference books

- 1) Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
- 2) Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
- 3) Keller, K.L. (2003). Strategic Brand Management ,3e, PHI, New Delhi.

09MS326 ADVERTISING AND SALES PROMOTION STRATEGIES

Credit 2:0:0

Learning Objectives To understand the basic tenets of advertising in India along with the basic strategies included and expose the key issues surrounding the sales promotion tools.

Unit I: Promotion Mix

Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix. Advertising, Personal selling, Sales promotion, Public relations, Direct marketing concepts and tools

Unit II: Advertising Management

Meaning, Objectives, Importance Classification of advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Advertising Agency Management. Campaign Planning, Advertising Budget.

Unit III: Advertising Media Management

Types - Print, Radio, TV, Cinema Outdoor, internet and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

Unit IV: Advertising Creativity

Advertising Copy writing for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

Unit V: Sales Promotion

Meaning and Objectives, Types, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion effectiveness, Strategies - recent trends.

Text Books

- 1) Bovee and Thill, (2000). Advertising Excellence, 3e, McGraw Hill International.USA.
- 2) Cummin, J. (2004). Sales Promotion, 6e, PHI, New Delhi.

Reference Books

1. Choudhry, P. (2004). Successful Sales Promotion, 2e, Macmillan,India.
2. Mohan, M. (2002). Advertising - Text & Cases, 2e,Tata McGraw Hill, New Delhi.
3. Norris, J.S. (2000), Advertising, Prentice Hall India, New Delhi.

09MS327 SALES AND CHANNEL MANAGEMENT

Credit 2:0:0

Learning Objectives:

- To delve into the intricacies of the rare combination of sales and channel management among marketing subjects
- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers

Unit I: Sales Management – Introduction

Sales Management an overview - Selling and Salesmanship, Setting Objectives for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Dept. Relations, Distributive Network Relations.

Unit II: Sales force Management

Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management.

Unit III: Channel Dynamics

Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships

Unit IV: Channel Management

Channel Conflicts and their Management. Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing – Special topics in Industrial channel management.

Unit V: Channel Strategies

Channel planning process, Competitive share analysis, Alliance strategies - Partnership management strategies – multiple channel management- channel audits .]

Text Books

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.

Reference Books

1. Kotler, P (2006). Marketing Management, 13e, PHI, 2006
2. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.

09MS328 MARKETING RESEARCH

Credit 3:0:0

Learning Objectives:

- To orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research
- Provide an overview about research for new product development
- Create awareness on pricing and distribution research and promotion research.

Unit I – Introduction to Marketing Research

Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design.

Unit II – Techniques of Market Research:

Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analysing Panel data – Types of Panels – Omnibus surveys – Design issues in Omnibus surveys – Applications – Benefits and limitations of each of these techniques.

Unit III – Research for New Product Development:

New product developments – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests - Test marketing, procedures and issues in conducting test marketing

Unit IV- Pricing and Distribution Research

Pricing new products – Impact of 'Ruling – Price' structure – Concepts and product tests incorporating price – Profit-oriented and share-oriented pricing – Price sensitivity measurement model. Distribution Research – Warehouse and retail location research – Number and location of sales representatives.

Unit V- Promotion Research

Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional impact – Trade promotion research – Advertising Research – Copy testing.

Text Book

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 5e, Pearson Education, India

Reference Books

1. Beri G.C. (2007). Marketing Research, 4e, Tata McGraw Hill. New Delhi
2. Nargundkar. R. (2008) Marketing Research: Text & Cases, 3e, Tata McGraw Hill, New Delhi

3. Tull D.S and Hawkins Del.I, (2000). Marketing Research : Measurement and Method. Prentice Hall of India, 4e, New Delhi
4. Aaker (2006). Marketing Research, 7e, Wiley India, New Delhi

09MS329 CONSUMER DECISION BEHAVIOUR

Credits 3:0:0

Learning Objectives: To orient toward the consumer decision premise and the various models involved in determining the behaviour of consumer in respect of purchase decision.

Unit – I

Consumer Behavior – Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Consumer driven Marketing Strategy.

Unit – II

Consumer Decision Process (CDP) - Model – Stages – Factors influencing CDP - Pre-purchase Process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search – Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator – Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies

Unit – III

Purchase -Outcome - Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing - Purchasing in the E – Commerce form - Post purchase process – Consumption Behaviors and consumption experience -Post Consumption evaluations

Unit – IV

Influencing Factors – Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations

Unit – V

Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Multiattribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture – Social Class

Text Book

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill

Reference Books

1. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.

2. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
3. Kardes, Frasnk R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.

09MS330 SERVICES MARKETING STRATEGIES

Credits 3:0:0

Learning Objectives:

- To orient toward the fundamental principles and concepts underlying services.
- Emphasize on the analysis and development of services
- Provide framework for analyzing the performance and managing service delivery.

UNIT I: Understanding Services

Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing – Differences between Goods and Services – 7 Ps of Services.

UNIT II: Framework for Analysing Services

Classification schemes in Services Marketing – Lovelock’s Classification of Services Systems in Services Marketing – Service Scape – Service Encounters – Relationship marketing framework.

UNIT III : Services Development and Positioning

Service Design – New Service Development Stages – Service Blue Printing Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Pricing of services.

UNIT IV : Analysing the Service Performance

Service Quality – Service satisfaction – Service loyalty -Service performance -Parasuraman et al.’s SERVQUAL dimensions – Review of Scale Development for SERVQUAL, Service Satisfaction, Service loyalty – Service Quality Gap Analysis.

UNIT V: Managing Service Delivery

Managing supply and demand - Employee’s roles in Service Delivery – Customer’s role in service delivery – Service Delivery through Intermediaries and Electronic Channels -Exercises in Indian Context.

Text Book

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA

Additional Readings:

1. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, New Jersey.
2. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi

3. Payal A. (2000). *The Essence of Services marketing*. New Delhi. Prentice Hall of India
4. Articles on Services Marketing from Peer Reviewed journals to be provided by subject faculty at the beginning of the semester.

09MS331 PRODUCT MANAGEMENT

Credits 2:0:0

Learning Objectives: To outline the principles of product management and mechanisms of product related decisions adopted by a marketer and prepare the incumbent for a product manager's profile.

UNIT I

Introduction to Product: Basic Concepts, Product mix, Marketing environment for product management New Products -Planning and Development: Creativity, Designing and pricing the offer, Concept and product testing,

UNIT II

New Products: Meaning and form - Classification of new products - New product's success and failures - New product development process - statistical tools used.

Unit III

New Product Generation Techniques - Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test marketing: procedures and issues in conducting test marketing

Unit IV

Product Launch and Commercialisation: Diffusion of innovation and adoption process - Research methods in Product Tests: Income - placement and Central Location Product Testing

UNIT -V

Product Market Analysis: Meaning and scope - PMA for selected products in consumer goods and industrial goods categories – What a Product Manager Need to Know – Profile of a Product Manager - Exercises

Text Book

Crawford and Benedetto (2004) . *New Product Management*, 2e, Tata McGraw Hill, New Delhi

Reference Books

1. Chunawalla, S.A. (2004), *Product Management*, 2e,Himalaya Publishing, Mumbai.
2. Majumdar, R. (2006) *Product Management in India*,2e, Prentice Hall, New Delhi.

3. Anandan, c (2008) Product Management, Vijay Nicole, Chennai.

09MS332 CUSTOMER RELATIONS MANAGEMENT

Credits 3:0:0

Learning Objectives:

- To understand how information technology can be aligned with business practices
- To achieve business goals and support business imperatives, first by defining CRM and its various components
- Providing means for successful delivery of CRM program.

Unit -I

Introduction to CRM – Cost of Acquiring Customers – Customer Acquisition to Customer Loyalty - CRM and Business Intelligence.

Unit – II

CRM Approach -drawbacks – emerging challenges in the marketing front-Relationship marketing-definition-concepts -relevance of relationship marketing approach-significance - building customer loyalty, Developing relationship strategies for different types of business under different competitive environment.

Unit -III

CRM and Customer Service – Call centre and customer Care – Automation of Contact Center – Call Routing – Web Based Self Service – Call Scripting – Cyber Agents – Work force Management – Customer Service – Automation.CRM in e-business, eCRM – multi-channel CRM, CRM on B2B, ERP – SCM –Supplier Relationship Management – Partner Relationship Management – e-Business Checklist for Success.

Unit – IV

Analytical CRM - CRM and the Data Ware House – Enterprise CRM – OLAP – Data Mining in CRM – Personalization and Collaborative Filtering - Delivering CRM – Defining CRM Success – Preparing Business Plan – Understanding Business Process – Choosing your CRM Tool.

Unit -V

Managing CRM Project – Development Team – CRM Implementation – Business Planning – Architecture and Design – Technology Selection – Development – Delivery Measurement. Information Technology application in building customer relationship – Emerging trends in CRM.

Text Book:

Dyche J, (2002), The CRM Handbook, Pearson Education, New Delhi.

Reference Books:

1. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi

- Gosney JW & Boehm T P, (2001). Customer Relationship Management Essentials, Prentice Hall of India, New Delhi,

09MS333 RETAIL MANAGEMENT

Credit 3:0:0

Objectives:

- (1) To make the students understand the retail business operations in India.
- (2) To address the key issues in Retailing Industry.
- (3) To delve into the intricacies of the retailing system in India.

Unit I:

Introduction to Retailing: Definition – functions of retailing -types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective

Unit II:

Consumer Behaviour in the Retail Context – buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour. Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Unit III:

Retail Operations: Choice of Store location – Influencing -Factors Market area analysis – Trade area analysis – Rating Plan method -Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management

Unit IV:

Retail Marketing Mix; Product – Decisions related to selection of goods – Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies.

Unit V:

Non Store Retailing - The impact of Information Technology in retailing -Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system - Legal aspects in retailing - Social issues in retailing - Ethical issues in retailing.

Text Book:

Bermans, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI , NewDelhi.

Reference Books:

1. Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
2. Lamba, A.J. (2003) The Art of Retailing , 2e, Tata McGrawHill, NewDelhi.

09MS334 RURAL MARKETING

Credit 3:0:0

Learning Objectives:

1. To provide conceptual understanding on the Rural Marketing with special reference to Indian context.
2. To know about the mantra for success for any company going rural.
3. To understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer
4. To provide some of the challenges and opportunities that the rural market holds for the Companies.

Unit I: Introduction

Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets

Unit II: Rural marketing environment

Population – occupation pattern – income generation -expenditure pattern – literacy level – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas — rural demand

Unit III: Rural marketing strategies

Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing

Unit IV: Rural Sector marketing

Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products-health and financial services

Unit V: Rural Marketing Management

Diversity management - Role of financial institutions, commercial banks and cooperative institutions in rural marketing – problems and challenges in rural marketing – recent trends.

Text Book

Badi, R V., and Badi, N.V. (2005) Rural Marketing, 2/e, PHI, New Delhi.

Reference Books

1. Kashyap, P., and Rant, S. (2005) The Rural Marketing ,Biztantra, Mumbai.
2. Rahman, H.U. (2004) Rural Marketing, HPH, New Delhi.
3. Singh, S. (2006) Rural Marketing, Vikas Publishers, Neew Delhi
4. Gopaldaswamy, T.P. (2006), Rural Marketing , Vikas Publishing House, New Delhi.

09MS335 B2B MARKETING

Credit 3:0:0

Learning Objectives: To introduce some of the nuances of the B2B marketing, the basic concepts involved and outline the strategies that are being adopted in this sector.

Unit I: Introduction to B2B Marketing

Definition of Industrial Marketing; Industrial marketing vs. consumer marketing –The Industrial marketing Environment – Understanding Industrial Markets: Demand Issues: Organizational Behavior and Buyer Behavior – Profile of Business Buyers – Value Analysis – Vendor Analysis – Prosumerism

Unit II: Buyer – Seller Relationships

Types of Buyer- Seller Relationships – Managing Relationship– Conflict and Resolution. Assessing Market Opportunities – The Marketing Research Process – Demand Analysis ; Strategic Planning : – Managing Industrial Products – Product Innovation – Models of Organizational Buying Behavior.

Unit III: Service Design and Pricing

Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Challenges in Marketing Industrial Services – Pricing Decisions: Characteristics of Industrial Pricing – Types of Prices – Pricing Methods – Pricing Strategies – Factors affecting Pricing Strategy- Pricing across PLC – Competitive Bidding – Price Negotiation – Leasing

Unit IV: Industrial Selling

Role–Process – Types – Managing Sales Force – Direct Marketing ; Performance Measurement And Control : The Control Process – Types of Control – Tools for marketing Control – Institutional selling - Emerging Trends In Industrial Marketing: Technology – Business Networks– Relationships in Business Networks – Technology and Business Networks – Information Technology in Industrial Marketing.

Unit V: Ethics in B2B Marketing

Ethics and Industrial Marketing management – Ethical Issues - International Industrial Marketing: Environment – Entry strategies in International Markets Decision Making – Product, Pricing, Distribution & Promotional Decisions.

Text Book

Victor & David (2007) B2B Marketing, Contemporary Publishing Co. Illinois.

Reference Books

1. Hill, R. M. (2003). Industrial Marketing.2e, All India Traveller Book Seller, India
2. Steve.M. (2001). B2B Marketing. 2e, Pearson Education, USA.

09MS336 E BUYER BEHAVIOUR

Credits 2:0:0

Learning Objectives

On successful completion of this course, students should be able to;

1. Understand how different factors such as buying power and social values influence the e-buyer's behavior.
2. Explain the role of the e com in today's buyers' decisions.
3. Internal and external influences on e consumer behavior.
4. Explain how e marketing influences buyer's post decision behavior and process
5. Outline the legal recourses available for an e customer.

Unit I: Introduction

The Borderless Consumer Market and buying behaviour – Impact of digital revolution on buying decisions– Framework of modern consumer profile analysis.

Unit II: Emerging Consumer Habits

Consumer buying habits and perceptions of emerging non-store choices - Issues of privacy and ethics – Post modern consumer choices – Rise of prosumers

Unit III: e Buying Decisions

Online buying decisions – Impact of buying power - Social and Peer influence on decisions - E business influence on buying decisions

Unit IV: e Buying Process

E Marketing strategies and diffusion process - E buying decisions and processes - B2B e procuring decisions – Post purchase actions.

Unit V: e Buying Protection

E buyer protection – Regulatory network – Forums and redressal process - Research and applications of consumer responses to e marketing approaches

Text Book

Assael, H. (2006). Consumer Behaviour and Marketing Action, 2e, Kent Publishing Co.UK.

Reference Books

1. Berkman & Gilson (2004) Consumer Behaviour: Concepts And Strategies, Kent Publishing Co.UK
2. Schiffman and Kanuck (2007). Consumer Behaviour, 7e, Pearson Education Asia, Singapore
3. Turban, E., Lce, J., King, D & Chung, M. (2000) Electronic Commerce: Managerial Perspective, 2e, Pearson Education Inc., USA.

09MS337 CURRENT TRENDS IN MARKETING

Credits 2:0:0

Learning Objectives

- This course has the primary focus on orienting students toward the current innovative practices adopted in marketing world
- The thrust is on developing operational skills and gets market savvy in dealing with the real marketing decisions.
- The syllabus is built on the principle; Learning by doing and end user Modelling through experiential exercises.

Unit I

Customer Value Orientation - Current trends and practices adopted in marketing world – Underlying principles and strategies –Tasks, concepts and deliverables practiced a global level.

Unit II

Marketing Engineering - Strategic market analysis – Application of statistical tools in marketing decision making – Pricing decisions – Promotion decisions – Distribution decisions

Unit III

Emotional Intelligence in Marketing – Importance of EQ – Methods adopted –Skill set required – Training and developmental needs

Unit IV

Negotiation Skills in Marketing – Types – Role and relevance in sales situations – Conceptual and practical differences in deployment – Formal planning and execution strategies

Unit V

Sectoral Marketing – Marketing of financial services – Marketing of social services – Marketing of green services – Exercises on contemporary issues

Text Book

Ghelot. (2008), *Current Trends in Marketing*, Deep and Deep, New Delhi

Reference Books

1. Shell (2006). *Bargaining for Advantage*, 2e, Penguin, USA.
2. Gary and Arvind (2008), *Principles of Marketing Engineering*, 3e, Trafford Publishing, USA
3. Susan (2009), *Marketing with Emotional Intelligence*, Webstrategies, USA.

09MS338 MARKETING OF FINANCIAL SERVICES

Credits 2:0:0

Learning Objectives

At the end of this course, the students should be able to understand:

- Financial servicing marketing environments
- MIS and Market research process
- Market segmentation, Targeting and positioning of financial products

- Marketing mix, Customer care, Service quality and service recovery
- Ethics in marketing of financial services

Unit –I

The Financial Services Marketing Environment - The distinctive aspects of services marketing- Marketing strategy: Planning, organizing and implementing marketing operations.

Unit-II

Market Research : Establishing a marketing information system; the marketing research process

Unit-III

Market Segmentation: Target marketing; market segmentation, targeting and positioning the financial services organisation in the marketplace

Unit-IV

Customer Care: Dimensions of customer care and services management; service quality – service loyalty and service retention management.

Unit V

Ethical issues: Ethics in relation to the individual and society as a whole, unethical behaviour in financial services marketing: fraud, misrepresentation, misleading information, discrimination.

Text Book

Harrison, T. (2000) 'Financial Services Marketing', (2nd Edn.), Pearson Education: India

Reference Book

Clement.J, Selvam.M (2008) Customer Loyalty Management in Banking.PPL Books, India.

Ref Websites

The Financial Services Authority <http://www.fsa.gov.uk>

The Financial Services Ombudsman: <http://www.financial-ombudsman.org.uk>

09MS339 PROJECT APPRAISAL MANAGEMENT

Credit 3:0:0

Learning Objectives:

It enables the student to have an understanding about:

- Project identification, implementation, opportunities and the appraisal methods.
- Means of project financing, financial projection, appraisal and evaluation.
- Social cost and benefit analysis and the social discounting rate of return.
- Project management techniques and scheduling.
- Project planning, cost control, audit and the human aspect of project management.

Unit I:

Projects: Capital expenditure – Importance and difficulties - Phases of capital budgeting- Project development cycle – Implementation – Identification of investment opportunities- Market and technical appraisal.

Unit II

Forecasting & project financing: Forecasting costs and benefits of projects- Means of project financing- Financial projections- Appraisal criteria- Project evaluation under uncertainties.

Unit III

Social Cost Benefit analysis: Measurement of social costs and benefits - Social discounting rate of return.

Unit IV:

Project Management: Network techniques (PERT & CPM simple Problems) - Scheduling and Resource scheduling.

Unit V:

Organizing systems for projects: Project planning- Human aspects of project management- Project costs over runs and cost control- Project audit.

Text book

Chandra, P., (2002). Project Planning, Analysis, selection - Implementation & Review, 5th Edn, Tata Mc.Graw Hill: India.

Reference Books

1. Gopalakrishnan & Ramamoorthy., (1993). 1st Edn, Project Management, McMillan, India,
2. Kim Herdman. PMP, Project Management jump start (2005), 2nd edition, Wiley Dreamtech India Pvt. Ltd., New Delhi.

09MS340 SERVICE OPERATIONS MANAGEMENT

Credits: 3:0:0

Objectives:

- This adds both real world context and a decision orientation to make decisions.
- It focuses on constructing a business strategy related to the environment, capacity management and the internet.
- It focuses how to implement the strategies in the design of the service system.
- It provides managers with tools needed for every day's operation.

Unit 1:- Formulating Strategies

Introduction: Services and economy – Strategic positioning –internet strategies –environmental strategies

Unit 2:- Designing the Delivering System

New service development-Managing service experiences- The front office- Back office interface -outsourcing and off shoring

Unit 3:-Improving the delivery system

Analyzing processes-service quality- Six sigma for service process improvement

Unit 4:- Matching Supply and Demand

Yield Management – Inventory in services – Waiting Time Management- Forecasting Demand for Services

Unit 5:- Tools for managing services

Queuing Models : M/M/1 : (∞ / SIRO) , M/M/1 : (N/ FIFO) , M/M/C : (∞ / FIFO)

Text Book

Fitzsimmons, J. (2004),Service management operations strategy,information technology, (5th edn.), cengage learning:Delhi

Reference Book

Metters, R.D., Metters,K., and Pullman, M. (2008), Service Operations Management, (1st edn.), Cengage learning: Delhi.

09MS341 TOTAL QUALITY MANAGEMENT

Credits: 2:0:0

Objectives:

- To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.
- To familiarize the students to the Philosophy and Role of TQM in Revitalizing the organization.
- To Enable them to Acquire Requisite Diagnostic Skills and understand the Use of the tools of TQM

Unit 1:- Introduction to Total Quality

Introduction to Total Quality in Organizations - Approaches to Total Quality – Philosophies and framework-Total Quality tools and statistical thinking

Unit 2:- Total Quality and organization theory

Quality in Supply Chain Relationships- Designing organisations for quality- Total Quality and Organizational Change

Unit 3:- Total quality and organisational behaviour

Focusing on customers-leadership in strategic planning-Quality teamwork-empowerment and motivation-quality leadership-Keizen principles

Unit 4:- Total Quality and strategic management

Total quality and competitive advantage - strategic planning and total quality implementation - Building and sustaining total quality organisations

Unit 5:- Six sigma and the technical system

Principles of six sigma - design for six sigma tools for process improvement-statistical process control.

Text Book

Evans,J.R. (2008), Total Quality Management (1st edn.), Cengage learning: New Delhi

Reference Book

Besterfield,D.H(2004), Total Quality Management (3rd edn.), Pearson education: New Delhi

09MS342 TECHNOLOGY MANAGEMENT

Credits: 3:0:0

Objectives: -

- Understand basic concepts of technology innovation, commercialization, and entrepreneurship.
- Appreciate the importance of technology innovation in society, past, present and future and understand their own role as engineer, scientist or manager in shaping the knowledge driven economy of the future.
- Understand basic concepts of intellectual property rights, market research and marketing, accounting, finance and entrepreneurial management.
- Gain insights into the world of financing technology development and commercialization.
- Know how a typical business plan, a license agreement, or technology development proposal is structured.

Unit 1:- The Process of Technological Innovation

The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Evolution of Technology and Effects of New Technology

Unit 2:- Strategies for Research and Development

R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy

Unit 3:- Creativity and Problem Solving

The Creative Process, Creative Individuals, Main Characteristics, Techniques For Creative problem solving.

Unit 4:- Technology development

Technology development and acquisition – forecasting – generation and Development Invention-Innovation-Diffusion Product and Process Innovation

Technology absorption and diffusion – absorption – assessment –evaluation – diffusion, Selection and implementation of new technologies

Unit 5:- Financial Evaluation of Research and Development Projects:

The 7 Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources.

Text Book

White,R.(2007) The Management of Technology & Innovation (1st Edn.), Cengage Learning :New Delhi.

Reference Books:

1. Murthy, C.S.V (2006) Technology Management (2nd edn.),Cengage Learning :New Delhi.
2. Khalil,T.(2006), Management of Technology (1st edn.),The Key to Competitiveness and Wealth Creation, McGraw Hill: Boston.
3. Narayanan,V.K. (2006), Managing Technology and Innovation for Competitive Advantage (2nd edn.), Cengage Learning: New Delhi.
4. Harrison,N.& Samson,D.(2005), Technology Management (3rd edn.),Text and International Cases McGraw-Hill International: Boston

09MS343 PRINCIPLES AND PROCESS OF SIX -SIGMA

Credits: 2:0:0

Objectives:

- To leverage basic Industrial Engineering knowledge with advanced methods commonly identified with six sigma (ref: American Society for Quality (ASQ) Body of Knowledge)
- To apply applicable Six Sigma DMAIC methodologies in the performance of a “real world” continuous improvement project.
- To appreciate the value of, and utilize teamwork in accomplishing improvements to the “as is” process.
- To demonstrate competence using Industrial Engineering and Six Sigma “tools” in achieving quantifiable results.

Unit 1: Introduction to Six Sigma

Enterprise-wide Deployment- History of Six Sigma-Six Sigma Roles and Responsibilities - Linking Projects to Organizational Goals

Unit 2: Six Sigma Body of Knowledge

Define- Measure- Analyze- Improve- Control

Unit 3:Six Sigma Project Selection and Planning

Outline of Project Expectations/Entitlement- Project Selection- Determination of Project Scope- Development of Project Charter-Development of Project Business Case-Team Selection and Development

Unit 4: Project Performance

Baseline Current Process Performance-Evaluate and Select Project Methodologies-Establish Six Sigma Baseline Metrics- Validate Measuring System- Collect Data- Analyze Data- Perform Process Improvement Experiments Implement Improved Process

Unit 5: Project Completion and Presentation

Determine Six Sigma Control Methodologies-Implement Methodologies- Measure Process Performance and Determine Project Financial Benefit- Develop Written Project Report- Develop Presentation- Make Presentation

Text Book:

Evans,J.R. and Lindsay,W.M (2007) An introduction to six sigma and process improvement(1st edn.),Cengage learning : Delhi

Reference Book:

Breyfogle,J and Forrest W.(2006) Implementing Six Sigma (2nd Edn.),John Wiley & Sons, Inc., Cengage learning : Delhi

09MS344 LEAN MANUFACTURING

Credits: 2:0:0

Objectives:

- To learn a brief history of manufacturing approaches employed and the background and philosophy of lean production.
- To learn the concept of waste and that the quest for truly lean production is a journey and not a destination.
- The need for strategy, alignment with other corporate or plant objectives, and preparation for lean production will be presented.
- To learn some evaluation techniques that one can use in preparation for and use in lean production activities.

- To will learn a set of approaches used in implementing lean production in production operations.
- Need for employee creativity and motivation for lean implementation will be discussed and examples will be given.

Unit 1:

Lean production – Introduction, background and lean thinking. Importance of philosophy-strategy- culture-alignment-focus and systems view.

Unit 2:

Lean production preparation – System assessment, process and value-stream mapping – Sources of waste. Toyota Production System.

Unit 3:

Lean production processes, approaches and techniques.—Importance of focusing upon flow.

Unit 4:

Tools: Workplace organization – 5S.Stability. Just-In-Time – One piece flow – Pull. Cellular systems Quick change and set-up reduction methods-Total productive maintenance. Poka-Yoke – mistake proofing, quality improvement-Standards levelling- Visual management

Unit 5:

Employee involvement – Teams – Training – Supporting and encouraging involvement – Involving people in the change process --communication -- Importance of cultureStartup of lean processes and examples of applications. Sustaining improvement and change, auditing, follow-up action

Text Book:

Likert, J and Meier,D. (2006)The Toyota Way Fieldbook(2nd Edn.), Cengage learning : Delhi

Reference Books:

1. Dennis, P. (2007) Lean Production Simplified(1st Edn.),Productivity Press Cengage learning : Delhi
2. Womack,J.and Jones,D. (2003) Lean Thinking (3rd Edn.),Cengage learning : Delhi

09MS345 PRINCIPLES OF SUPPLY CHAIN MANAGEMENT

Credits: 3:0:0

Objectives:

- This familiarizes the students with the knowledge of the overview of supply chain concepts.
- To develop the students realize the importance of supplier selection, relationship and evaluation.

- To create an awareness on the different concepts related to demand planning and inventory management.

Unit 1: Supply Chain management: An Overview

Introduction to Supply Chain management-The origin of SCM-Elements of SCM-Future trends of SCM

Unit 2: Purchasing Issues in SCM

Purchasing Management: The role of purchasing in an organization-Purchasing process-sourcing decisions-supplier selection-Global sourcing; Creating and managing supplier relationships: Developing successful partners-Supplier evaluation-Supplier relationship Management; Strategic sourcing: Developing sourcing strategies-Strategic alliance-Rewarding supplier performance.

Unit 3: Operations Issues in SCM

Demand Forecasting: Forecasting methods-Aggregate planning-CRPF-Inventory control- ERP systems-Process management: JIT, Quality Management Issues: Total Quality Management, Six Sigma, etc.

Unit 4: Distribution Issues in SCM

Transportation: The fundamental of Transportation-Modes of Transportation-3pl,4pl- Warehousing: Types of warehouses-JIT warehouse-e-commerce and Transportation-Customer relationship management: Components of CRM-Designing and Implementing CRM program-Facility location Decisions: Critical Locational Factors-Facility Location Models-Service response logistics.

Unit 5: Sustaining Competitive Advantage through SCM

Supply Chain Process Integration: SC Integration Model-Obstacles to Process Integration along the Supply Chain- Performance Measurement along the supply chain: Traditional Performance Measures- SCOR Model- The Balanced Scorecard.

Text Book:

Wisner,J.D and Leong,K.G (2008) Principles of supply chain management: A balanced approach (1st edition),Cengage learning: Delhi.

Reference Books:

- 1.Chopra,S. Meindl,P. (2008)Supply Chain Management: Strategy, Planning and Operation (1st edn.), Prentice-Hall of India Pvt Ltd: New Delhi.
2. Altekarr,R.V, (2005)Supply Chain Management- concepts and cases (3rd edn.), Prentice-Hall of India Pvt Ltd: New Delhi.

09MS346 MAINTENANCE MANAGEMENT

Credits: 2:0:0

Objectives:-

- To make the students to understand the procedures and responsibilities for the operation and administration of the Maintenance Management System
- To brief the students on the replacements strategies.
- To leverage the students understanding on total productive maintenance and concept of zero technology

Unit 1:- Maintenance Concept

Objectives and functions of Maintenance, Types, Maintenance Strategies. Organization for Maintenance. Five Zero Concept

Unit 2:- Failure Data Analysis

MTBF, MTTF, Useful Life – Survival Curves – Repair Time Distribution Breakdown time distributions, Poisson, Exponential and Normal distribution.

Unit 3:- Maintenance Planning

Overhaul and Repair: Meaning and Difference, optimal overhaul/Repair / Replace maintenance policy for equipment subject to breakdown. Replacement Decisions: Optimal interval between preventive replacement of equipment subject to breakdown, group replacement

Unit 4:- Maintenance Systems

Fixed Time Maintenance, Condition based Maintenance, Operate to Failure, opportunity maintenance, Design out maintenance, total productive maintenance.

Unit 5:- Advanced Techniques

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) - Philosophy and Implementation. Signature Analysis – MMIS – Expert Systems – Concept of Zero technology.

Text Books:

1. Mishra, R.C. and Pathak, K. (2005) Maintenance Engineering & Management (2nd Edn.), Cengage learning : Delhi.
2. Srivatsava, S.K. and Chand, S. (2005) Industrial Maintenance Management (3rd Edn.), Cengage learning : Delhi

Reference Books:

1. Gopalakrishnan, P and Banerji, A.K., (2004) Maintenance and Spare Parts Management (3rd Edn.), Cengage learning : Delhi
2. Kelly, J. and Harris, M.J. (2005) Management of Industrial Maintenance (2nd Edn.), Butterworth and Company Limited: India.
3. Jardine, A.K.S Maintenance (2006). Replacement and Reliability (2nd Edn.), Pitman Publishing Cengage learning : Delhi

Credits: 3:0:0

Objectives:

- An understanding of the architecture of the ERP systems.
- The understanding of ERP models and information flows underlying the ERP softwares.
- How integration works in an enterprise system, and the linkages with
 - organizational processes.
- The basic principles and issues behind the ERP system design and
 - configuration.
- Understanding of issues involved in ERP implementation.

Unit 1: Introduction to ERP Systems

ERP an overview, ERP as Integrated Management Information System-Evolution of ERP, Benefits of ERP. ERP vs Traditional-Information Systems, Advantages of ERP

Unit 2: The business modules in an ERP package

Manufacturing- plant maintenance- materials management-quality management-sales and distribution.

Unit 3: Business Process Reengineering

Need and challenges-Management concerns about BPR-BPR to build business Model for ERP-Basic Constituents of ERP, Selection criteria for ERP Packages.

Unit 4: ERP implementation

Lifecycle- implementation Methodology-hidden costs in implementation, organizing the implementation, vendors, consultants and users-project management and monitoring.

Unit 5: Future directions in ERP - New markets, new channels, faster implementation methodologies, web enabling market snap shot.

Text Book:

Leon,A.(2003). Enterprise Resource Planning (3 rd Edn.),Tata McGraw Hill:India

Reference Books:

1. Murthy,C.S.V.(2006), Enterprise Resource Planning (2nd Edn.),Cengage learning : Delhi
2. Sadagopan,S.(2006) Enterprise Resource Planning(2nd Edn.),Cengage learning : Delhi
3. Monk,K.(2007) Enterprise Resource Planning(1st Edn.),Cengage Learning:New Delhi
4. Vinod,G.K, Venkatakrishna,N. K.(2006) Enterprise Resource Planning (2nd Edn.),Concepts and Practices Cengage learning : Delhi

09MS348 FACILITIES MANAGEMENT

Credits: 2:0:0

Objectives:-

- To make the students understand the importance of facility location decisions in supply chain design.
- To familiarize the students with the basic concepts underlying layout design.
- To briefly explain the students the importance of process and performance measures.

Unit 1:- Introduction

Facilities requirements, need for layout study – types of layout, Model Classification, Criterion Selection, Model Validation, Design Process.

Unit 2:- Plant Layout

Layout problem, Plant layout procedures- various approaches, Flow and activity analysis, designing the layout

Unit 3:- Plant Location

Plant location analysis – factors, costs, location decisions –simple problems in single facility location problems, multifacility location problems, network location problems.

Unit 4:- Process Management and Strategy

The Process View of Organizations, Performance Measures, Product Attribute and Process Competencies, Process Design, Planning, and Control, Strategic Positioning and Operational Effectiveness

Unit 5:- Process Flow

Process Flow, Key Measures, Flow Time, Flow Rate, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Lean operations: Process Synchronization and Improvement

Text Book:

Francis,R. McGinnis L.L,White .F., A.(2007) Facility Layout and Location - an Analytical Approach (2nd Edn.),Cengage learning : Delhi.

Reference Books:

1. Anupind, R. Chopra,S. Deshmukh S.,Mieghem J.A.V, and Zemel.E.(2006) Managing Business Process Flows: Principles of Operations Management(2nd Edn.),Cengage learning : Delhi
2. Halevi.G. and Weill.R.D.,(2007) Principles of Process Planning (1stEdn.),Cengage learning : Delhi

09MS349 ADVANCED OPERATION RESEARCH

Credits - 3:0:0

Objectives:

- This is to emphasize the student on model formulation and model building throughout reinforces the practical approach.
- To brief the students how the inventory models are designed through the application of OR.
- To familiarize the student models on decision making under uncertainty,

- Concepts relating to sensitivity analysis, EOQ models, Markov chains are explained through rich examples and applications.

Unit 1: Introduction to model building

An introduction to modelling-The seven step model-building process-examples

Unit 2: Simplex Algorithm and sensitivity analysis

The big M method- karmarkar's method for solving linear programming. Sensitivity analysis when more than one parameter is changed: The 100% rule- finding the dual of the LP.

Unit 3: Decision making under uncertainty

Decision criteria: utility theory-flaws in expected utility maximization-decision trees-Bayes' rule-analytical hierarchy process.

Unit 4: Inventory models

Introduction to basic inventory models-EOQ models with back orders allowed-the concept of marginal analysis- the vendor problem-the ABC inventory classification system

Unit 5: Markov chains

Introduction to Markov chain- Classification of state in Markov chain-absorbing chain-work force planning models

Text Book:

Winston, W. (2004). Operation Research: Applications and Algorithms (4th Edn.), Cengage learning: Delhi

09MS350 CAREER PLANNING AND MANAGEMENT

Credits 2:0:0

Learning Objectives

- To create awareness on the practice of career planning
- To inform the methodologies of career counseling and succession planning
- To educate on integration of career and succession in an organization

UNIT-I Introduction to Career Planning

The Changing world of work - Career Planning – Terminologies - Career objectives - Career graph – Career Anchors – Process of Career Planning

UNIT-II Career Counseling

Importance of career counseling in organizations – Process of counseling – Multicultural career counseling – Developmental career counseling – Dual Career planning

UNIT-III Work Life Integration

Beyond balance of life quality: Integration of work and life - Integrative life planning – Using MBTI and Strong Interest Inventory

UNIT- IV Integrating Career and Succession

Integrating career and succession planning programs – Infrastructure for integration – Assessment of career and succession planning programs -

UNIT- V Strategies for Integration

Training and Development – Mentoring – Career Coaching – Self Directed Learning

Text book

William J Rothwell, Robert D Jackson, Shaun C Knight & John E Lindholm (2005) Career Planning and Succession Management: Developing your organizations talents for today and tomorrow (1st edn), Praeger Publishers, USA

Reference books

Jean Kummerow (2000) New Directions in Career Planning and the Work Place (2nd edition), Davies Black Publishing, USA

09MS351 COMPENSATION MANAGEMENT

Credits 3:0:0

UNIT – I: Compensation and compensation structure

Compensation; Definition – Compensation Dimension: Cash compensation – Base Wage, Merit Pay, Incentives. Benefits: allowances, income protection measures – Compensation System – A Pay Model. Strategic perspectives: Developing a total compensation strategy, tests for source of

competitive advantage – Best fit Versus Best Practices – Obtaining information from the process of Job Analysis and Job Evaluation.

UNIT – II: Determining the structure

Internal Structures: Proportions of internal structure - Strategically designing internal structures – Tailored Versus Loosely coupled, Egalitarian Versus Hierarchical.

Considering External Competitiveness: External competitiveness – definition – Factors shaping external competitiveness: Labour Market (Demand and Supply), Product Market Factors, organisation Factors, Relevant Markets - Competitive Pay Policy Alternatives – Consequences of Pay Level and Mix decisions.

UNIT – III: Pay for Performance

Pay for performance Plan - Types of Pay for Performance: Shop Floor Incentives, Sales Force Incentive Schemes, Executive Pay, Team based pay – Profit Sharing – Gain Sharing – Employees Stock Ownership Plan (ESOP) – Role of Performance Appraisals in determining Performance Pay.

UNIT – IV: Designing Employee Benefits Plan

Value of employee benefits – Components of a benefit plan – Administering benefit program - Benefit Options: Benefits to be provided statutorily, Retirement and Savings plan, Life Insurance, Medical Benefits and Miscellaneous.

UNIT – V: Managing Compensation System in Organisations

Role of Union in determining compensation, Government and legal issues – Estimations regarding ability to pay: Managing labour costs, Control Salary Level – Inherent Controls – Change Agent in Restructuring.

Text Book

Milkovich, G.T., and Newman, J.M., (2005) Compensation (8th edn.), India: Tata McGraw Hill

Reference Books

Richard I. Henderson, (2006) Compensation Management in a Knowledge Based World (10th edn.), India: Pearson Education

09MS352 CREATIVITY AND INNOVATION MANAGEMENT

Credits: 2:0:0

Learning Objective

- To provide an exposure about the nuances of creativity and innovation
- To update the participants with the trends and techniques of creativity
- To educate the participants on the management of creativity and innovation for sustainable development.

Unit I

Concept of innovation and creativity - Various forms of management creativity – Creative Intelligence, relationship of creativity to the human functions - 4 P's of creativity and theories behind those ideas - 4 stages of creative process - major blocks to creativity.

Unit II

Creativity in Managerial Roles. Organizational climate and Organizational culture for creativity and Innovation. Organizational diagnosis: preparation of a report on the organizational climate for creativity in an organization. Knowledge and power - knowledge worker - organizational development

Unit III

Human relation skills for Managing Innovation Experiential learning programme on: - Group Problem Solving - - Group Decision making - - Group think - - Brain-storming (Individual and groups)

Unit IV

Concepts of Entrepreneurship – Attributes and characteristics of a successful entrepreneur - Synectics - - TA (Transactional Analysis) - - AT (Assertive Training) - - Anxiety education

Unit V

Creativity Techniques – Creative HRM practices & growth strategies – Various Mmechanisms that Stimulate Organizational Creativity – Creative Overloading, Bench Marking, Knowledge Discovery, Mind Mapping, Creative Thinking Network, Stake Holders
Case studies on Innovative Management Strategies

Text Book

1. Kobayashi S., (1971) Creative Management., New York: American Management Association
2. Pradip N. Khandwalla (2003) Corporate Creativity, (2nd edition) Tata McGraw Hill Publishing Company Ltd, India.

Reference Books

1. Pradip N. Khandwalla (2003) Fourth Eye: Excellence through Creativity, Wheeler Publishing, India.
2. Michael A & Chichester., Innovation and Creativity: Psychological and Organizational Strategies James L (eds) New York: Wiley
3. Robert Steinberg., Handbook of Creativity, Cambridge University Press.

09MS353 CROSS CULTURAL MANAGEMENT

Credits 3:0:0

Learning Objectives

- To educate the participant on the role of cultural differences in business

- To offer valuable inputs on the diverse cultures existent
- To inculcate sound knowledge on the management of diverse cultures

UNIT-I: Theoretical Foundations of Cultural Dimensions

Determinants of culture: Overview, models and critiques – Cultural Dimensions in Business – Western Business Culture – Business cultures in the east

UNIT-II: Culture and Management

Cultural Dimensions and Dilemma – Values, ethics, and justice – Cultures and styles of management

UNIT-III: Impact of Culture on Organizations

Culture and corporate structures – Cultural diversity in organizations – Cultural changes in organizations

UNIT-IV: Managing cultural differences

Culture and Leadership – Culture and Strategy – Culture and Marketing - Negotiating internationally – Working with international teams – Intelligence and Competence

UNIT- V: Communication and Diversity Management

Developing intercultural relationships - Business communication across cultures – Barriers to intercultural communication – Conflicts and cultural differences

Text book

Marie-Joelle Browaeyns & Roger Price. (2008). Understanding Cross-Cultural Management (1st edition) Pearson Education, India

Reference books

1. Tim G Andrews (2009) Cross Cultural Management (1st edition), Routledge, USA.
2. Nigel J Holden (2002) Cross Cultural Management: A Knowledge Management Perspective (1st edition) Prentice Hall Publishers, India

09MS354 DESIGNING HUMAN RESOURCE SYSTEM

Credits 2:0:0

Learning Objectives

- * To impart knowledge about the structures and designs in an organization
- * To offer practical exposure on the systems and processes in HR organization
- * To enable the students in designing structures for an organization
- * To learn the techniques of implementation of various HR processes

Unit I Concept and Boundaries of Human Resource System:

Development as underlying concept of HRS – Functions of HRS - Structuring HRS – Boundaries of HRS

Context and Systems Designing: Business Environment – Organizational Context – Context of Societal culture – Organizational Culture - Proactive and Reactive Strategy for design.

Unit II Analyzing Role for development

Matching the role and person: Recruitment & Placement – Selection Procedure & Techniques – Role analysis - Key performance areas – Critical attributes – Competency Mapping –Assessment center approach – From recruitment and placement to top grading.

Unit III Performance Appraisal to Performance Management

Performance Appraisal – Developing the person in the role – Different Appraisal systems to Performance Management Systems – Systems to Spiritual Approach

Potential Appraisal: Role description – Qualities required – Indicator of qualities – Organizing the system – Feedback on potential appraisal for career appraisal – Introducing potential appraisal – linkages with other systems.

Module IV Developing dyadic relationships

Objectives of coaching – Conditions for effective coaching – Process of coaching
Job Enrichment – Quality of working life- Role efficacy – Development needs of workers

Module V Integrating the individual in the culture:

Strong, Corporate Identity – Building healthy traditions and practices – Communication – Mentoring – Assimilation and Integration

Text Book

Udai Pareek and Rao T V (2003) Designing and Managing human resource systems, (3rd Edition) Oxford & IBH publishing Co.

Reference Books

Peter Pruzan (2007) Leading with wisdom, Spiritual-based leadership in business, Tata Mc Graw Hill, India.

09MS355 HUMAN RESOURCE DEVELOPMENT SCORE CARD

Credits 2:0:0

Learning Objectives

- * To offer wide knowledge on HR auditing and Measurement metrics
- * To create awareness on the importance of quantitative HR practices
- * To enable the participants to develop and implement a score card for HRD practices in an organization

UNIT- I Introduction to HR Audit

HR as a strategic partner - What is HR Audit - Need for HR Audit in an organization – HRD systems – What can HR Audit do to an organization? – Measurement Challenges

UNIT–II The seven step process

Measuring HRs strategic influence – Auditing of HR systems: Man power planning – Recruitment – Performance Management – Competency Mapping – Career Planning – Job Rotation – Training and Development – Leadership Development

UNIT–III Creation and Calibration of HR score card

Rationale of Assessment System – Creating a HR scorecard – Competency Scores - Octapace values – Total HRD Scores – Cost benefit analysis of HR Interventions

UNIT-IV Principles and Measurement

Principles of good measurement – Tools for measuring HR alignment: Audit questionnaires – Self Renewal System – Assessment and Development Centers – Checklist – Competency Mapping – HR Climate Survey – Competencies Checklist

UNIT- V Competencies and Implementation

Competency requirements of HR professionals – Assessment of competencies – Formula for successful implementation - Implementing strategies: building acceptance element – applying lessons of change

Text book

Rao T.V. (2008) HRD Score Card 2500: Based on HR Audit (1st edition) Response Books, India

Reference book

Brian E. Becker, Mark A. Huselid & David Ulrich (2001) The HR Scorecard: Linking people, Strategy and Performance (1st edition), Harvard Business Press, USA

09MS356 HUMAN RESOURCE INFORMATION SYSTEMS

Credits 3:0:0

Learning Objectives

- To provide an overview of IT application in HRM
- To educate on the techniques involved in analyzing HRIS
- To offer in-depth know-how of designing and implementing HRIS

Unit I: HRIS fundamentals

Evolution of Human Resource Information Systems - The Role of Information Technology - Interface Between HR & Technology - A Primer on HRIS A Model of Organizational Functioning -

Database Concepts and Applications in HRIS

Unit II: Determining HRIS needs

HRIS Needs Analysis - The Global Positioning System of HRIS Gap Analysis - System Design and Acquisition - Cost Justifying HRIS Investments - HRIS Cost-Benefit Analysis Estimating - The Timing of Benefits and Costs Estimating

Unit III: HRIS Implementation

Project Management the IT Perspective the HRM Perspective - Change Management: Implementation, Integration, and Maintenance of the HRIS - Management of Change Models - Why Do System Failures Occur? - Organizational and Individual Issues in HRIS Implementation - Systems Considerations in the Design of an HRIS: Planning for Implementation

Unit IV: HRIS applications on HRM

HRIS utilization for Talent Management and HR Planning - Recruitment and Selection in an Internet Context - Training and Development: Issues and HRIS Applications - Performance Management, Compensation, Benefits, Payroll.

Unit V: HRIS Security and Trends

Information Security and Privacy in HRIS - Legal Requirements for Information Security HRIS - Applications in IHRM - The Future of HRIS: Emerging Trends in HRM and IT - HRIS Future Trends in Workforce Technologies

Text book

Michael J Kavanagh (2009) Human Resource Information Systems: Basics, Applications and Future Directions (1st edition) Sage Publications Inc., USA

09MS357 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits 3:0:0

Learning Objectives

- To demonstrate the evolution of global business
- To reinstate the significance of international assignments
- To understand the nature of global workforce
- To expose the participants on the nuances of global workforce management

Unit – I Introduction and Organizational Context of IHRM

Defining IHRM – Differences between domestic and IHRM – Variables that moderate differences between domestic and IHRM – The enduring context of IHRM – The path to global status – Control mechanisms – Mode of operation

Unit – II Sustaining International Business Operations and Recruitment

Approaches to staffing – Transferring staff for International Business Activities – Role of Expatriates and Non- expatriates – Issues in Staff Selection – Dual Career Couples – Female Expatriates

Unit – III Training, Development and Compensation Strategies

Role of Ex-patriate Training – Components of Effective Pre-departure Training Program – Effectiveness of Pre-departure Training and Developing Staff through International Assignments – Objectives of International Compensation – Key Components of an International Compensation Program – Approaches to International Compensation

Unit - IV Career Issues Relating to Re-entry and HRM in the Host Country Context

Re-Patriation Process – Individuals Reaction to Re-entry – Multinational Responses – Designing a Re-Patriation Program – Standardization of Work Practices – Retaining, Developing and Retrenching Staff – Monitoring the HR Practices of Host Country Subcontractors

Unit – V Performance Management and IHRM Trends and Future Challenges

Multinational Performance Management – Performance Management of International Employees – Performance Appraisal of International Employees – Appraisal of HCN Employees– International Business Ethics and HRM – Ownership Issues – Research Issues and Theoretical Developments

Text Book

Peter.J.Dowling & Denice.E.Welch (2006) International Human Resource Management Thompson Learning., USA

09MS358 LEADERSHIP

Credits 3:0:0

Learning Objectives

- * To educate the student on the fundamentals of leadership
- * To offer a platform for the student to bring out the leader within
- * To understand the theories and skills of leadership
- * To learn the application of leadership styles in managing an organization during crisis

UNIT-I Individuals as leaders

Defining Leadership – Importance of leadership - Who is a leader – Leadership traits and ethics – Distinguishing leadership from other roles – Leadership Qualities

UNIT –II Leadership Behavior

Motivation and Leadership – Leadership Grid – Leadership Theories – Power, politics, networking and negotiations – Leadership styles

UNIT –III Team Leadership

Communication, Conflict and Coaching – Leader-follower relationship – LMX theory – VDL Theory – Team leader and self managed teams – Leaders as role models

UNIT-IV Organizational Leadership

Significance of leadership in organizations – Charismatic & Transformational Leadership – Managing cultural diversity through leadership – Value based leadership

UNIT- V Strategic Leadership

The new era of leadership – White water Leadership – Stewardship – Servant Leadership – Leader as an educator – Leader as coach - Crisis Leadership – Leading Change in an organization.

Text book

Robert N Lussier & Christopher F Achua (2007) Effective Leadership (3rd Edition) Thomson South-Western, USA

Reference Books

1. Philip Sadler (2003) Leadership, (2nd edition), Kogan Page, USA.
2. Robert J Allio (2005) Leadership: Myths and Realities (1st edition), Tata McGraw Hill Publishing Company Ltd., India
3. Vijayaragavan G., (2007) High Performance Leadership (1st edition), Himalaya Publishing House Pvt., Ltd., India
4. Harvard Business Reviews on Leadership

09MS359 NEGOTIATIONS MANAGEMENT

Credits 2:0:0

Learning Objectives

- * To introduce the participant to the fundamentals of negotiation
- * To give an exposure on the merits and demerits of conflicts in an organization
- * To train the students on various negotiation skills and requirements for negotiation
- * To educate the participant on ethical usage of negotiations for conflict resolution

UNIT-I Introduction to Negotiation

Defining Negotiation – Components of negotiation – Role of personality in negotiation – Distributive and Integrative Negotiation

UNIT –II Context and theories of Negotiation

Role of norms and values – Relationships – Communication and Power in negotiations - Identity theory – Social Interaction theory – Field theory – Human need theory – Rationale choice theory – Transformation theory – Mutual gains theory – Impasse and Alternative Dispute Resolution (ADR)

UNIT –III Negotiation Basics

Key Negotiating Temperaments – Interests and goals in negotiation – Cultural and gender differences in negotiation – Importance of perception in negotiation – Qualities of mind, heart & courage for successful negotiations

UNIT-IV Principles, Rules and Ethics in Negotiation

Principles of Persuasion – Importance of assertiveness in negotiation – Rules of negotiation and common mistakes – Ethics, fairness and trust in negotiation

UNIT- V Process, styles and types of Negotiation

Negotiation process and preparation – Styles, strategies and techniques of negotiation – Team Negotiation – Leadership and Public Relations – Third party Intervention – Post negotiation evaluation

Text book

Barbara A Budjac., & Corvette (2007) Conflict Management: A guide to developing Negotiation Strategies (1st Edition) Pearson Education, India

Reference Books

1. Michael R Carrell & Christina Heavrin (2008) Negotiating Skills: Theory, Skills and Practices (1st Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhardt (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India
3. Rao S L., (2005) Negotiation made simple (1st edition) Excel Books, India

09MS360 PERFORMANCE MANAGEMENT

Credits 2:0:0

UNIT – I

Performance Planning: Performance Planning – Meaning – Planning Individual Performance – Key Performance Areas, Key Result Areas, Critical Indicators – Identification of Target – Action Plans – Goal Setting

UNIT – II

Determining Measurable Standards: Identifying performance indicators: Key Result Areas, Key Performance Areas, Competency Levels, Benchmarking and developing Measurement Scales – Criteria for performance measures: Aligning Standards in accord to organizational plans & objectives.

UNIT – III

Measuring Performance: Performance Measures: HR Scorecard - HR Accounting – Competency Analysis & Competency Mapping - Competency Analysis Tools: Myers Briggs Type Indicator, Managerial Assessment of Proficiency, Thomas DISC Profiling, Introversion and Extroversion Inventory - Performance Appraisal Tools: Behaviourally Anchored Rating Scales, Graphic Rating Scales, 360 Degree Appraisal, 540 Degree Appraisal, Management by Objectives

UNIT – IV

Coaching & Counseling: Coaching - Definition – Coaching to improve Poor Performance – Sustaining Effective Performance through Counseling – Encouraging Superior Performance – Role of counseling in Post Appraisal Interviews.

UNIT – V

Managing Performance Appraisal Programme: Performance Analysis as a Cost Effective Analysis – Drafting Appraisal Programme – Evaluation of Programs through Survey and Interviews, Feedback Sessions – Periodical Checks to ascertain Programme objectives – Control mechanism.

Text Book

Rao T.V, (April 2004) Performance Management (1st edn.) India: Response

Reference Books

Werner Desimone, (2006) Human Resource development (India edn.) India: Cengage Learning

09MS361 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credit 3:0:0

Learning Objectives

- * To understand the purpose and operation of key human resource practices
- * To attain enhanced critical thinking skills
- * To have practical knowledge of job search and career choices
- * To have improved skills in problem solving and analysis
- * To harness written and oral communication along with teamwork

Unit – I Conceptual Framework

Concept of SHRM – Evolution of SHRM – SHRM Perspectives – Challenges and Environment in SHRM – Strategy defined – Formulations of strategy – Strategic fit – Resource based strategic HRM – Intellectual Capital: Human Capital – Social Capital – Organizational Capital

Unit – II Impact of Strategic HRM

Link between HRM & Performance – Measuring HR performance – Role of HR: A new mandate for HR – Strategic Partner – HR Professionals as change agents

Unit – III Components of Strategic HRM

Organizational HR Strategies – Strategies for culture change – Commitment strategy – Strategies for developing a climate of trust – Functional HR strategies: Strategic HR Development – Strategies for managing performance – Reward Strategy

Unit – IV Workforce utilization and employment practices

Efficient utilization of human resources – Dealing with employee shortages – Dealing with employee surpluses Reward and Development System: Strategically oriented performance measurement systems – Compensation systems –

Unit – V Practice of Strategic HRM

Content of HR strategy – Integrating the business and HR strategies – Formulation of HR strategy – Implementation of HR strategy - Improving Business Performance through strategic HRM: Characteristics of HR practices that make an impact on performance – HR practice areas that impact on performance

Text book

Armstrong M & Baron A (2006) Handbook of Strategic Human Resource Management, Jaico Books, India

Reference Books

Charles R Greer (2001) Strategic Human Resource Management, A general managerial approach, Pearson Education Asia, India.

09MS362 TRAINING AND DEVELOPMENT

Credits 3:0:0

Learning Objectives

- * To comprehend the theory surrounding learning
- * To provide the application of training methods
- * To help prospective trainers to create value through T&D
- * To successfully deal with competitive challenges

UNIT I

Introduction: Opportunities and Challenges - The Role of Training - Structure of training organizations- Strategic planning and training - OD and Training - Motivational and Learning Theories

UNIT II

Training needs analysis (TNA): Conducting Need analysis - Framework for TNA - TNA approaches - Outcomes of TNA

UNIT III

Training Design: Identifying constraints - Developing objectives - Facilitation of learning and transfer -Theories of Training design

UNIT IV

Training methods: Traditional Methods - E learning - Technology's influence on Training and learning –Computer based training – developing effective online learning – Technologies for training support, for training administration

UNIT V

Evaluation: Reasons – Process - Constraints in Evaluation – Four level frameworks of evaluation criteria – Evaluation designs – The future of training and development.

Text book

Blanchard, P.N., & Thacker, J.W. (2004) *Effective Training: Systems, Strategies and Practices*. (2nd Edn.), Prentice-Hall, Inc. India

Reference Book

1. Raymond A Noe.(2008) *Employee Training and development* (4th Edn.) Tata Mc-Graw Hill

09MS363 TALENT MANAGEMENT

Credits 2:0:0

Unit: I

Introduction: Creating a Talent Management System – steps to creating a talent Management System – Organizational excellence

Unit: II

Developing the building blocks of talent management: Competencies, performance, management, career track planning.

Unit: III

Talent planning: Organizational excellence through talent planning and development - allocating T & D resources – Optimizing investment – Succession planning

T & D: Integrating T & D with talent management – coaching leaders and super keepers

Unit: IV

Compensation: Integrating compensation with talent management - linking competencies to performance and pay – incentives to retain top talent

Unit: V

Information Technology and Talent Management System

Text book

Berger, L.A., & Berger, D.R., (2004). *The Talent Management Handbook: Creating organizational excellence by identifying, developing, & promoting your best people.* (1st Edn.) Tata McGraw Hill Edition: India

09MS364 INTERNATIONAL MONETARY SYSTEM

Credits – 3:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- Enhanced understanding about collapse of fixed exchange rate system, Floating exchange rate-Fixed vs. Floating exchange rates and Exchange rate theories;
- Enlightened ability to deal with Foreign Exchange Market, Exchange Rate Determination, Exchange rate theories-purchasing power parity and purchasing power disparity theory; and
- Knowledge increase in respect of IMF (International Monetary Fund) , IBRD (World Bank)-European monetary system, EMU (European monetary Union) with their objectives, characteristics, mechanics and evaluation.

Unit -1

Introduction- Gold Standard-Bretton woods system- collapse of fixed exchange rate system- Floating exchange rate-Fixed vs. Floating exchange rates, dirty floating, crawling peg, mixed fixed- spot and forward exchange rates.

Unit -2

Exchange rate theories-purchasing power parity and purchasing power disparity theory- interest rate parity theory- Mundell-Fleming model-portfolio balance approach.

Unit -3

Foreign Exchange Market and Exchange Rate Determination - The monetary view of exchange Rate determination and the Balance of Payments.

Unit -4

Supply and demand side view of exchange rates- imports, exports, trade balance and exchange rates-factors influencing exchange rates- depreciation, appreciation, devaluation, revaluation.

Unit -5

IMF (International Monetary Fund) – IBRD (World Bank)-European monetary system- EMU (European monetary Union) –objectives, characteristics, mechanics and evaluation for all the above.

Text Book

P.K. Jain, Josette Pey, and Swerendra Syadan, “International Finance Management”, MacMillan India Ltd, 1999.

Reference Books

Charles W.L. Hill and Arun K. Jain, “International Business”, Tata McGraw Publishing Company Ltd, 2009.

09MS365 INTERNATIONAL BUSINESS PSYCHOLOGY

Credits – 3:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- An increased understanding of International Business and Psychology, Psychology in industry, Business intelligence, psychology and mysticism;
- An enlightened ideas about the mind and body, functions of brain, Physical basics of human behaviour, Neurons, the three great factors of mind(Sensation-nature, complexity, impressions) and its application to business-selling including feeling and emotion; and
- High ability of coping with Business expectations and investment behaviour, psychological factors in negotiation and negotiation ability in market contexts.

Unit-1:

International Business and Psychology-Psychology in industry-The application of psychology to business. Power of mind in business, Scope and methods of Psychology-Old and new psychology, Experimental methods, Business intelligence, psychology and mysticism.

Unit -2:

The mind and body- functions of brain, Physical basics of human behaviour, Neurons, the three great factors of mind. Sensation-nature, complexity, impressions, sound, taste, smell, bodily sensation and fifth sense. Memories and ideas- memory's influence on actions, reproduction of impressions, laws of memory.

Unit -3:

Application to business-selling. Feeling and emotion-nature, laws of feeling, aesthetic feeling, feeling of value, imagination, emotion and utility function, consumer choice, advertising.

Unit -4:

Business expectations and investment behaviour - buying intentions, expectations, consumer confidence, Analyzing & influencing consumer behaviours, expectation regarding investments, ethical investments.

Unit -5:

Choice under uncertainty- expected utility, certainty effects, reflection effect, framing effect and simplification in risky choice. Negotiations-the structure, strategies and tactics, psychological factors in negotiation, negotiation in market contexts.

Text book:

Hugo Munsterberg, "Business Psychology", Read Books Publishers, 2008.

Reference books:

1. E. McKenna, "Business Psychology and Organisational Behaviour", 4th Edition. Psychology Press, 2006.
2. J. Paul Peter, Jerry C. Olson, and Irwin, "Consumer Behavior and Marketing Strategy", McGraw-Hill, 1999
3. Gerrit Antonides, "Psychology in Economics and Business", II Revised Ed., Kluwer Academic Publisher, 1996.

09MS366 INTERNATIONAL MARKETING MANAGEMENT

Credits – 3:0:0

Learning Objectives:

At the end of the course, the students will be able to have:

- Ability enhancement in understanding concept of International marketing Process ,International Dimensions of Marketing, Domestic vs. International Marketing, Applicability of Marketing and Characteristics of MNC and, International Marketing strategy;

- Skill set improvement in Product Strategies such as Branding and Packaging decisions-branding decisions and Pricing in International Marketing with reference to factors such as price competition and Price and Product line, Price and flexible service offerings and Export pricing; and
- Enhancement of managerial and decision making skill in International Marketing of Service such as Features, Measures , importance and Comparative and competitive advantage in the services.

Unit -1

Introduction and Concept of International marketing: Process of International Marketing, International Dimensions of Marketing, Domestic vs. International Marketing, Applicability of Marketing and Characteristics of MNCs. Coordinating marketing activities, recognising constraints of the global environment and benefits of International Marketing.

Unit-2

International Marketing strategy: global strategy and product line, markets, technology markets, production recourses, competition and government actions. International Marketing Decision: New product development, Market Segmentation, Product Positioning, Product Adoption.

Unit-3

Product Strategies: Branding and Packaging decisions-branding decisions, branding levels and alternatives, Brand Consolidation, origin and selection, characteristics and protection. Distribution Strategies: Channels and Distribution- types of intermediaries: direct and indirect channels, channel development, adoption and decisions.

Unit-4

Pricing in International Marketing: factors, price competition and objectives. Price and Product line, Price and flexible service offerings. Export pricing: Export price in relation to domestic price, Export Price Escalation and Exchange rate quotations. Foreign Market Pricing: Foreign market variables, pressures for uniform pricing in international market, product redesign and pricing implications.

Unit-5

International Marketing of Service: Features, Measures and importance-Comparative and competitive advantage in the services. Coordinating International Marketing: Planning for global Marketing, Organizing for global marketing and controlling international marketing:

Text Book

1. Sak Onkvisit and John J. Shan, "International Marketing", 3rd Ed., Prentice Hall, U.S.A, 1997.

Reference Book

1. Vern Terpstra and Ravi Sarathy, "International Marketing", 8th Ed., South Western College Publishing, 2000.

09MS367 INTERNATIONAL MARKETING RESEARCH

Credits 3:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- Knowledge enrichment in comprehending Complexity of International Marketing, Issues in International Marketing Research, process and its administration;
- Familiarisation in Issues in Collecting Data, Instrument Design and Multi-Country Scale Development; and
- Improvement in skill in Analysis of Multi-Country Data, Multi dimensional Scaling

Unit - I

Marketing Research in Global Environment – Complexity of International Marketing – Importance of Research for International Marketing Decisions – Issues in International Marketing Research .

Unit – II

Designing International Marketing Research – International Marketing Research Process – Issues in Administering International Marketing Research.

Unit – III

Issues in Collecting Data – Secondary Data Sources, Uses – Primary Data – Survey Research – Instrument Design – Sampling and Data Collection Procedures.

Unit – IV

Multi-Country Scale Development – Types of Measures of Scale Development – Reliability Issues – Developing Cross Cultural Scales.

Unit – V

Analysis of Multi-Country Data – Assessing Differences in the level of Variables Between Countries – Correlation Analysis – Factor Analysis – Cluster Analysis – Multi dimensional Scaling – Challenges facing International Marketing Research.

Text Book

Samuel C. Craig and Susan P. Douglas, “International Marketing Research”, John Wiley and Sons, New York, 2000.

Reference Books

1. Beri G.C. “Marketing Research”, Tata McGraw Hill, 1993.
2. Chisnall P.M., “The Essence of Marketing Research”, Prentice Hall of India, 1983.
3. Boyd H.W, Jr. Westfall R. and Stasch S.F. “Marketing Research: Text and Cases”, All India Traveler Book seller, 1998.
4. Tull D.S and Hawkins Del I, “Marketing Research: Measurement and Method”, Prentice Hall of India, 1993.
5. Worcester R.M and Down J. “Consumer Market Research Hand Book”, Elsevier Science Publishers B.V., Amsterdam, 1986.

09MS368 EXPORT – IMPORT FINANCE

Credits – 3:0:0

Learning Objectives:

At the end of the course, the students will be able to have:

- Updated knowledge inputs in Financing of export credit needs, Export credit system in India, Pre shipment finance and FEMA regulations for exports;
- Increased awareness in Long term finance, Schemes of EXIM Bank, Export, ECGC schemes and FEMA regulations for exports; and
- Enhancement in skill set of students in identifying New Avenues for export finance: Export factoring and forfeiting.

Unit – I

Introduction to export – import finance – terms of international payments – Modes of international payments – Financing of export credit needs short terms source of finance – Medium and long term sources of finance – Export credit system in India.,

Unit – II

Pre shipment finance – Categories of pre shipment finance – facilities of pre shipment credit – Pre shipment credit in foreign currency (PCFC) – Interest rate on pre shipment credit – Post shipment credit finance.

Unit – III

Categories of post shipment credit in rupees – Post shipment credit in foreign currency – Refinance of pre shipment and post shipment finance. FEMA regulations for exports. Long term finance – Schemes of EXIM Bank.

Unit – IV

Project Export – Role of ECGC schemes. New Avenues for export finance: Export factoring & forfeiting

Unit – V

Introduction of import finance – Opening of L/C – Import finance against foreign lines of credit. FEMA Regulations for import.

Text Book

1. Jeevanandam, “Foreign Exchange and Risk Management”, Sultan Chand, 2004.

Reference Books

1. Kurana, “Export Management”, Himalaya Publishers, 1996.
2. “Exporter’s Manuel” Nabhi publications, 2005 onwards

09MS369 INTERNATIONAL TRADING SYSTEM

Credits – 2:0:0

Learning Objectives:

At the end of the course, the students will be able to have:

- Enlightened knowledge about Protection vs. Free trade, GATT, WTO with respect to its genesis and functions, Dispute settlement mechanism under WTO- TRIPS- TRIMS; and
- Increased ability to managerial skill to face Patent, Dispute settlement, Anti-dumping measures in the light of International convention on competitiveness of WTO countries, Trading blocs like European Union, ASEAN, APEC, NAFTA, OPEC, SAARC, ANDEAN PACT and MERCOSUR.

Unit -1

Globalisation – Meaning and implications - Globalisation of markets and production – The emerging global economy - Drivers of Globalisation. Modes and entry strategies of international business.

Unit -2

The global views: Free trade vs. Protection – trends in international trade. Development of the international trading system – GATT –Trade liberalization of India - the Uruguay round of negotiations.

Unit -3

WTO - genesis and functions – Dispute settlement mechanism under WTO- TRIPS- TRIMS- Patents-Dispute settlement-Anti-dumping measures.

Unit -4

International convention on competitiveness of WTO countries. WTO and developing countries- WTO and India. Regional Integrations –nature and levels of integration – arguments for and against regional integration.

Unit -5

Trading blocs – European Union, ASEAN, APEC, NAFTA, OPEC, G-8, SAARC, ANDEAN PACT and MERCOSUR.

Text Book

Francis Cherunilam, “International Business”, 4th ed., Prentice-Hall of India Pvt. Ltd, 2007.

Reference Book

Charles W.L. Hill and Arun K. Jain, “International Business”, Tata McGraw Publishing Company Ltd, 2009.

09MS370 INTERNATIONAL LOGISTICS MANAGEMENT

Credits 2:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- Knowledge enhancement in respect of International logistics, its Components such as Methods of Entry into foreign markets, Indirect Exporting, Active Exporting, Production Abroad and Parallel Imports;
- Managerial ability to cope with International Ocean Transportation, International Air Transportation, International Regulations in Air Transport, Trucks, Rail and other international Transports; and
- Skill set in respect International Logistics Infrastructure such as Infrastructure, Communication infrastructure and Utilities infrastructure.

Unit -1

Logistics Management-Introduction-Scope and elements of Logistics. International logistics definition-Historical Development of International Logistics. Concepts of third and fourth party logistics (concepts only).

Unit-2

International Logistics Management- Components- Economic Importance-Methods of Entry into foreign markets: Indirect Exporting, Active Exporting, Production Abroad and Parallel Imports.

Unit-3

International Ocean Transportation: size of vessels-Types of Vessels. International Air Transportation: types of Aircrafts-International Regulations in Air Transport.

Unit-4

International Land and International Transportation: Trucks, Rail and International Transports.

Unit-5

International Logistics Infrastructure: Definitions-Transportation Infrastructure, Communication infrastructure and Utilities infrastructure.

Text Book

1. Pierre Darid, "International Logistics", Bizantra Innovations, 2003.

2. Reference Books

3. Benjamin.S. Blanchard, "Logistics Engineering and Management", 5th Ed., Pearson Education, 2004.
4. G.Raghuramand and N. Rangaraj, "Logistics and Supply Chain Management", Macmillan India Ltd, 2003.
5. Donald J. Bowersox, and Darid. J. Closs, "Logistical Management", Tata Mc. GrawHill, 2004.

09MS371 EXPORT – IMPORT POLICIES AND PROCEDURES

Credits – 2:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- Familiarization of present India's Trade Policy (Foreign Trade Development & Regulation Act 1992), EXIM Policy and Registration Requirements (IEC Number, RCMC), Role of Export Promotion Councils, Commodity Boards;
- Inducing awareness in mind to the changes in current trends in Provisions of current EXIM Policy, Schemes for Export Promotion and import facilitation, Quality assurance, Status holders norms and privileges and knowledge about Deemed Exports; and
- Managerial ability enhancement in Trade Documentation such as Export contracts,, Standardized pre-shipment documents, legal and commercial documents in international trade and an insight into Incoterms, Methods of payment, and Execution of Export order.

Unit – I

India's Trade Policy –Foreign Trade (Development & Regulation) Act 1992 – EXIM Policy.

Unit – II

Registration Requirements – IEC Number – RCMC– Role of Export Promotion Councils, Commodity Boards

Unit – III

Provisions of current EXIM Policy – Schemes for Export Promotion and import facilitation – Quality assurance – Status holders – Deemed Exports.

Unit – IV

Trade Documentation: Export contracts – Salient features – Standardized pre-shipment documents – legal and commercial documents in international trade – Incoterms – Methods of payment.

Unit - V

Execution of Export order – Booking of Shipping space – Excise & customs clearance

Text Book

1. Kurana, "Export Management", Himalaya Publishers, 1996.

Reference books

1. Jeevanandam, "Foreign Exchange and Risk Management", Sultan Chand, 2004.
2. EXIM Policy, Govt. of India publication, 2002

09MS372 GLOBAL STRATEGIC MANAGEMENT

Credits – 2:0:0

Learning Objectives

At the end of the course, the students will be able to have:

- Increased exposure of students in identifying Environment of international business, corporate strategic plans and International organizational structure and strategy;
- Enriched ability of students in dealing with Competitive cost dynamics through Experience curve, BCG approach, Porters approach, Concept of balance score card– SWOT analysis in international context; and
- Familiarisation in formulating Strategy and knowledge inputs in technology and Technology management, in house development of technology, Acquisition and absorption of technology.

Unit-I

Environment of international business, political, cultural, technological, social and financial context.

Unit –II

Corporate strategic plans – Hierarchical levels of International planning – Strategic planning process – Merits and limitations – International organizational structure and strategy.

Unit –III

Competitive cost dynamic – Experience curve - BCG approach – Porters approach – Concept of balance score card – Importance of scanning environment

Unit -IV

SWOT analysis in international context – Strategy and technology – Technology management – In house development of technology – Acquisition and absorption of technology.

Unit -V

Merger and acquisition in international context– Turnaround management – Implementation of strategy – Evaluation– Strategies for Globalization - Indian competitive advantage.

Text Book

V.S. Ramasamy and Namakumari, “Strategic planning for Corporate Success”, Mc Millan Publications, 2004.

Reference books:

1. R.N. Srivastava, “International strategic management” Irwin Home Wood Publications, 2004
2. McCarthy , “Policy and Strategy” , Mimchiello, Curram, 2000.

09MS373 GLOBAL BUSINESS ENVIRONMENT

Credits 2:0:0

Learning Objectives:

At the end of the course, the students will be able to have:

- Increased Awareness in dealing with situations in the area of Population growth rates, Distribution of population, Distribution of income, national physical endowment, Topography and Climate; and
- Familiarisation and enhanced skill to deal with the nature of economic activity through Rostow's view, Input Tables with additional knowledge in Transportation Energy, Communication, Urbanization and Tax structure.

Unit – I

Environmental adjustment needs – Analyzing the international marketing environment - Population: Population growth rates – Distribution of population – Distribution of income.

Unit – II

The national physical endowment – Topography – Climate – The nature of economic activity – Rostow's view – Farm or Factory – Input Tables – Infrastructure – Transportation Energy, Communication, Urbanization, Tax structure.

Unit – III

Cultural Environment: material culture, language, aesthetics, design, colour, music, brand names, educational, religious, attitudes and values.

Unit – IV

Legal environmental International law in international marketing and Trade preference.

Unit – V

Customs union – International Standards Organization (ISO), Regional grouping and International law, SAARC– European Free Trade Associations, (EFTA) Latin American Free Trade Association (LAFTA).

Text Book

1. Onkvist and Shaw, “ International Marketing”, Prentice Hall, 1998

Reference Books

1. Ramasamy and Namakumari, “Marketing Management”, Mc Millan, 2008.
2. Varshiney and Battacharya, “International Marketing”, Sultan Chand, 1996.
3. Keegan, “Global Marketing Management”, Pearson Education Asia, 2002
4. Subhash C. Jain, “International Marketing Management”, CBS Publication, 1997
5. Philip R. Cateora, “International Marketing”, Tata Mc Graw Hill, 2006

09MS374 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credit 3:0:0

Learning Objectives:

The objective of the course is to impart knowledge on:

- Classification of Securities, Type of markets and the players in stock market.
- Mechanism of trading, listing, IPO, Book building & due diligence
- Various types of valuation of securities

- Types of analysis like fundamental, technical analysis etc
- Portfolio analysis

Unit I:

Securities & stock market : Definition, Classification, Shares/debentures - Security market: review, structures, Primary and secondary market and the players in stock market, Investment vs speculation.

Unit II

Stock market in India: Mechanics of trading in stock exchanges namely BSE& NSE - Listing of securities (Procedures) in stock exchange-OTCEI – Initial public offer(IPO) - Book Building process - Due diligence investigation for IPO

Unit III

Valuation of securities: Need, Balance sheet valuation, Book value, Liquidation value & Replacement cost, Equity valuation - Various approaches: Discounted cash flow, relative(Multiples) approach, Dividend discount model, CAPM and APT - Risk return analysis(problems)

Unit IV:

Fundamental analysis: Economic, Industry, company analysis (Intrinsic value analysis) – Technical analysis: Tools, DOW theory, charts, Patterns

Unit V:

Portfolio analysis: Portfolio planning and implementation, Principles, Guidelines for investment decisions – Measures for evaluation of performance of a portfolio

Text book

Fisher, D.E., & Jodan, R.J. (2003), Security analysis & portfolio management. (1st Edn.), Prentice hall of India, India.

Reference Books

1. Singh, P. (2004) ,Investment management, (9th Edn.), Himalaya Publishing House, New Delhi.
2. Kevin S.(2001) Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.

09MS375 RISK AND INSURANCE MANAGEMENT

Credit 3:0:0

Learning Objectives:

To make the students aware and to train them to apply in day to day decisions making.

- Concepts, types of risk management. Principles and types of Insurance

- Indian insurance sector reforms & Regulations
- Fire ,Automobile, Motor, Marine & Rural Insurance
- Misc insurance Policies
- Insurance concepts

Unit I

Risk management: Concept of risk, Types of risk –Risk management by individuals and corporations, Principles of insurance, Types of insurance (Life and non life insurance policies)

Unit II

Indian insurance industry: History of Indian Insurance industry-Private and public sector companies in present insurance market-Insurance sector reforms, Regulation of insurance business, Role of IRDA, TAC(Tariff advisory committee), Insurance agents (Qualification and guide lines)

Unit III

General insurances in India: Fire insurance- Contract, Coverage, Types .Automobile insurance-Need for automobile insurance , Types of motor insurance policies(Form A,B)-Marine insurance –History , Type, Policies, Rural insurance – Need ,Potential, Types of policies.

Unit IV

Miscellaneous Insurance: Mediclaim policy (Individual, Group, Deferred) - Coverage and exclusions, Burglary (Business premises) Policy-Scope of cover, Exclusions, Money Insurance – Coverage and Exclusion, Commercial Fidelity guarantee insurance Personal accident policy – coverages and exclusions.

Unit V

Insurance concepts : Underwritng, Claim management, Insurance pricing, Insurance marketing, Reinsurance, Actuaries, Business process outsourcing (BPO) in Insurance sector.FDI in Insurance sector, Banc assurance

Text book:

Guptha, P.K. (2004). Insurance and risk management, (1st Edn.), Himalaya Publishing House: Mumbai.

Reference Books

1. Pai.V.A, and Diwan.M.G. (2004). Insurance Institute of India Licenciate, Associate Exam study materials
2. Web:www.irda.gov.in

09MS376 STRATEGIC COST MANAGEMENT

Credit 3:0:0

Learning Objectives:

The purpose of this course is to inculcate comprehensive knowledge and train them to apply decision making techniques on:

- Cost classification, Concepts ,elements, objectives & steps in installation

- Decision making techniques
- Standard costing
- Transfer pricing, Target costing, Activity based costing, Economic value added
- Cost control, Cost reduction – measures.

Unit I

Cost concepts :Cost classification(Relevant cost, Differential cost ,Incremental cost, Opportunity cost, sunk cost -Costing system-Elements of costing, Cost sheet format –Objective, Steps in installation of cost accounting system.

Unit II

Decision making cases : Important factors in marginal costing decisions (Pricing decisions under special circumstances),make or buy decisions, Shut down or continue decision ,Export Vs local sales decision, Expand or contract decisions and sales mix decisions, Break Even Point.

Unit III

Standard costing: Meaning , Types and setting up of standards ,Advantages, Limitations. Control through variances , Cases in Material, Labour variances

Unit IV

Costing techniques: Transfer pricing (meaning, objectives& methods),Target costing(Meaning, phases, advantages & limitations),Activity based costing(Meaning, steps, advantages & limitations in implementation) ,Economic value added (meaning, advantage & disadvantages) Bench marking(Phases, Types & benefits)

Unit V

Cost control and cost reduction: Meaning , Elements ,Differences between cost control and cost reduction ,Cost control and cost reduction Tools/techniques ,Advantages /dangers of cost reduction. Cost Audit-Objects, advantages

Text book:

Saxena V.K and Vashist, C. D. (2004), Advanced cost accounting and cost systems, (1st Edn.), Sulthan Chand and Sons: India.

Reference Books

1. Blocher, E. (2008). Cost Management: A Strategic Emphasis. (4th edn.), Tata McGraw Hill: India.
2. Jawahar Babu G. (2006) ABC of finance and Management studies, (1st edition) Arthee and Preethi Publication, Salem, Tamilnadu.

09MS377 FINANCIAL SERVICES

Credits - 3:0:0

Learning Objectives:

The purpose of this course is to provide the students with adequate knowledge and understanding of :

- Financial services, capital & money market instruments
- Merchant banking rules ,regulations & services
- Merchant banking –Issue management, Book building and marketing
- Credit rating
- Mutual funds

Unit I

Introduction to financial services. Types of financial services offered by financial intermediaries - Financial instruments – characteristics - Capital and money market instruments.

Unit II

Merchant Banking: Rules and regulations, Intermediaries, Services: Issue management, Portfolio management , Underwriting, Project appraisal, Corporate advisory services.

Unit III

Merchant banking: Issue management – pricing, Pre Issue & post Issue activities. Book building. Marketing of merchant banking services

Unit IV

Credit Rating: Rating agencies National (CRISIL, ICRA, CARE, Duff Phelps) & international agencies (S&P, GMI, ISS, Fitch investor services, Moddy’s investor services) their functions, Process of credit rating

Unit V

Mutual funds: Regulations and operations – SEBI mutual funds regulations & guidelines – Classification of mutual fund schemes

Text book

1. Pathak, B.V. (2003), ‘Indian Financial System’, (1st edn.), Tata McGraw Hill: New Delhi.

Reference Books

1. Avadhani, A. (1999). Marketing of Financial Services, (2nd Edn.), Himalaya Publishing House: Mumbai,
2. Nalini Prava Tripathi (2005), Financial Services, (3rd Edition), Prentice Hall India, Delhi.

09MS378 INTERNATIONAL FINANCIAL MANAGEMENT

Credit 3:0:0

Learning Objectives:

To emphasize the students on aspects influencing:

- Foreign exchange markets, International monetary system
- Exchange rate determination, Factors governing exchange rate behavior, Exposures
- International investment decisions
- Long term financial markets
- International investing

Unit I:

Foreign Exchange market- cash and spot exchange markets- Interest rate parity theory- PPP theory- law of one price- Fisher effect –International monetary system

Unit II

Exchange rate determination- Factors governing exchange rate behavior - Foreign exchange risk- Types of exposure- Management of exposure-

Unit III

International investment decisions -Cost of capital of foreign investment-International working capital management -Short term financial markets – Eurodollars – Eurocurrencies

Unit IV

Long term financial markets -Portfolio investment – Financing of International operations .

Unit V:

International investing- Multinational diversification – GDR- ADR - International investment strategies -Future of international financial systems

Text book:

Horne, J.C.V. (2003). “Financial management & policy” (2nd Edn.), Prentice Hall: India

Reference Books:

1. Brealey, R.A., Stewart, C. Myers(2002). Principles of corporate finance. (1st Edn.), Tata McGraw Hill: India
2. Jain P.K., Peyrard, J., and Yadav,S,S, (2005),International Financial Management. (1st Edn.), Macmillan India Ltd,

09MS379 BANKING MANAGEMENT

Credit - 2:0:0

Learning Objectives:

To impart adequate knowledge covering various aspects of:

- Indian banking structure, RBI and commercial banks role and functions
- Financial inclusion

- Bank services
- Bank assurance and NPA in commercial banks
- Bank balance sheet and performance assessment of banks

Unit I:

Banking institutions: Indian banking structure - RBI role and functions – Commercial banks : role and functions

Unit II

Management of commercial banks in India: Financial deepening and inclusion(present scenario, Concepts and significance, Indian experience, Role of RBI in promoting financial inclusion).

Unit III

Bank Services : Bill Discounting, Factoring – Features, Mechanism of Factoring –Electronic banking: security aspects, advantages, ATM, Networking between banks..

Unit IV

Bank assurance, NPA :Meaning, objectives, benefits. Non Performing Assets: Meaning, causes, NPA (Concepts, Impact of priority sector advances, Suggestions to control NPA in commercial banks)-

Unit V:

Bank performance evaluation: Bank profit and loss a/c, Balance sheet formats – Performance assessment of Indian banks: CAMEL model

Text book:

1. Koch, T.W., and Macdonald, S. (2004). Bank Management, (2nd Edn.), Biztantra Publishers,

Reference Books:

1. Desai, V. (2006). Banks and Institutional management, (1st Edn.), Himalaya publishing House: India.
2. Fredric S. Mishkin (2005), Money Banking and Financial Market (4th Edn.), Harper Collins College Publisher, Delhi.

09MS380 PERSONAL FINANCIAL PLANNING

Credit 2:0:0

Learning Objectives:

To enable the students to be creative and technically aware of the Financial Planning for Providing clientele services to individuals.

- Planning environment of personal financial planning

- Credit and risk management
- Comparison of various investment options
- Risk management and tax planning
- Individual Income tax Planning

Unit –I

Personal finance planning: Meaning, rewards, steps-Determinants of personal income-Planning environment (Employment status, Age, Family needs, Economic environment, Government policy)

Unit –II

Credit and Risk management: Personal loans: Bank loans(Housing and consumer loans, Personal loans, Reverse mortgage) ,Credit cards, Indigenous loans, Hand loans, Personal Budget preparation (Estimation of income/receipts and expenses/liabilities) and surplus /Deficit management

Unit –III

Investment Options: Bank deposits, Mutual funds, Share market instruments, Commodity markets, Post office saving schemes, Private sector investments, Insurance ,Life insurance corporation investment schemes like Market plus, Money plus etc, Institutional bonds& Real estate investments

Unit -IV

Risk Management& tax planning: Insurance (Health, Life, Annuity, Mediclaim, Group insurance, Accident insurance)LIC policies and tax savings ,PF Kinds and pension schemes. Tax planning:

Unit V

Individual Income tax (Heads, Residential status, Returns ,Forms ,PAN, Deductions, Advance tax, TDS) and wealth tax & exemptions- Tax saving schemes like Mutual fund, ELSS, Infra structure bond, Debentures, ULIP, Notified FD in banks, Post office savings schemes.

Text book:

Kapoor, J.R., Dlabay, L.R., and Hughes, R.R. (2008), Personal finance. (8th edn.), Tata McGrawHill: New Delhi

Reference Books.

1. www.irdaindia.org
2. Singhanian Vinod K. Direct Taxes Taxmann Publications, Delhi. (Annual Edition relevant to the Assessment year)

09MS381 INDIAN FINANCIAL SYSTEM

Credit 2:0:0

Learning Objective:

To equip the students about the various aspects covering the following:

- Financial systems and economic development, Basic functions Indian financial system and Financial Institutions and Intermediaries.
- Commercial banks, Role, Functions
- RBI norms and Risk Management in banks
- Primary and secondary market. SEBI regulations
- latest developments in NBFCs with RBI act framework, acceptance of public deposits directions and Prudential norms Directions

Unit I:

Financial systems and economic development – Basic functions – Indian financial system: an overview- structure of the Indian financial system.

Unit II

Commercial banks –role and functions and regulatory authority - NBFCs: their role, functions - HFCs :role and function

Unit III

Commercial Banks : RBI Prudential & exposure norms for banks- Risk management in banks

Unit IV:

Financial markets : Primary & secondary market- Capital & money market.- stock market listing regulations – SEBI regulations

Unit V:

NBFC's: RBI act framework- acceptance of public deposits directions- Prudential norms Directions

Text book

Khan M Y. (2007). Indian Financial System. (4th edn.), Tata McGraw Hill, India

Reference Books

1. Bhole LM (2004), Financial Markets & Institutions, 4th edition, Tata McGraw Hill, India.
2. Machiraju H.R.(1999) 3rd Reprint, Vikas Publishing House, Delhi.

09MS382 CORPORATE GOVERNANCE

Credits - 2: 0: 0

Learning Objective:

To have a better understanding on Governance aspects including ethics in corporate governance:

- Essentials for good governance, system, Indian model

- Rights, privileges, shareholder & investors protection and its relationship with corporate governance
- Corporate governance in emerging economies and models
- Institutional framework for corporate governance
- Ethics of corporate governance

Unit –I

Corporate Governance: Meaning, Historical perspective, Issues, Theoretical basis of corporate governance, Mechanism, Indian model of governance, Corporate governance system, Essentials of good corporate governance(Obligations to society, Investors, employees, customers & managers)

Unit-II

Rights and privileges of share holders: Rights, Poor track record of shareholder protection, Grievance redressal process. Investor's problems and protection: Relationship between investor protection and corporate governance, Investors protection in India.

Unit-III

Corporate governance in emerging economies: Problems faced by developing and transitional economies, Corporate governance models,

Unit-IV

Institutional framework for effective corporate governance , Challenges in developing and transitional economies, Current corporate governance settings in transitional economies

Unit-V

Corporate governance ethics: Concepts in corporate governance ethics, Benefits in work place, Characteristics of ethical organization-essentials for meaningful corporate governance ethics.

Text Book

Fernando, A.C. (2006),Corporate governance principles policies and practices, (1st Edn.), Pearson education: India.

Reference Books.

1. Ethics and corporate Governance (2007) Volume I,II, ICFAI Publications, Hyderabad,
2. Indian Journal of Corporate Governance, Published by Indian Institute of Public Administration, Hyderabad.

09MS383 OPTIONS, FUTURES AND DERIVATIVES

Credit 3:0:0

Learning Objectives:

To impart the students basic and conceptual knowledge about:

- Derivatives & Option Markets

- Option valuation & prices
- Forward and Future markets
- Future and forward pricing determination
- Commodity futures and Swaps

Unit -I

Derivatives & Option Markets: Derivatives: Meaning, History & functions of derivative market, participants in Derivative world, Institutional and legal framework, Derivative market in India

Option Markets: History of Option contract, Parties to Option trading, Players in option market, Types of options: American and European options, Listed Options: Index, Futures, Foreign currency, Interest rate

Unit -II

Option strategies & prices: Protective put, Covered call, straddle, Spreads, Collars. Option valuation: Introduction, Intrinsic and time values, Determinants of option values, Restriction of option values, Black – Scholes formula, Dividend and call option valuation, Put option valuation, Hedge ratios, Binomial model. Option Prices: Factors affecting call & put option prices, Maximum and minimum option prices

Unit -III

Forward and Futures market: Features of forwards and future contracts, Differences between Forwards and Futures, Mechanics of trading :Clearing house and open market, Marking to market, Cash Vs Actual delivery, Regulations. Hedging Strategies: Protective puts , protective calls, covered calls ,spreads, combinations, delta hedging.

Unit-IV

Determination of Futures & Forward pricing: News paper Quotes, Cost of carry, Basis, The spot features parity theorem, spreads, Forward Vs futures pricing. Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango, Modern portfolio theory

Unit-V

Commodity Futures and swaps: Swaps-Evolution, Types, Interest rate swap Designing and valuation, Currency swap designing and valuation, Swap pricing, Credit risk and swap market, Swap variations. Commodity Futures pricing: Pricing with storage cost , Discounted cash flow analysis. Interest rate futures: Hedging interest rate risk, Other interest rate futures

Text Book

1. Bodie, S., Kane, A., Marcus, and Mohanthi,P. (2006). Investments,(1st Edn.), Tata McGraw-Hill, India.

Reference Books

- 1) Edwards, F., and Ma, C. (1992). Futures and options, (1st Edn.), Tata McGraw-Hill: India
- 2) Preethi Singh (2008) Investment Management (16th Edn.) Himalaya Publications

09MS384 MERGER, ACQUISITIONS AND CORPORATE RESTRUCTURING

Credits 3:0:0

Learning Objectives:

This course meant to impart comprehensive knowledge about the:

- The basics of Acquisition, Merger and the synergy
- Searching approaches and the strategies of acquisitions
- Value drivers and target valuations
- Corporate restructuring and the types
- Various takeover defenses

Unit -I

Introduction: Diversification via Acquisition, Synergy – components of synergy – Synergy mode and IPO framework - Types of mergers : Horizontal, Vertical, Conglomerate, Reasons and advantages of mergers, Disadvantages of mergers, Current trend in mergers, rate of success in mergers

Unit -II

Searching for acquisitions : BCG approach to strategic development, Deal sourcing through internet/Intermediaries, Framework for decision making, Financial ,Strategic analysis, Strategy development at the target company, Parenting strategy , Entering foreign market.

Unit -III

Value drivers and target valuation: Value drivers meaning, Value creation model, Competitive advantage, Merger gain, Value creation in acquisitions, Free cash flow valuation, Valuation of synergy, Adjusted present value Capital cash flow valuation

Unit-IV

Corporate restructuring :Forces driving restructuring initiatives, Restructuring in emerging markets, Type of restructuring :Asset sales, Sell off, Spin off , Comparison between Sell off, Spin off ,Equity carve out, Spin off and carve out, Targeted stock: Advantages and disadvantages

Unit-V

Takeover defenses: Meaning , Importance, Types : Share repurchase, White Knights, Poison pills, Corporate charter amendments, Golden parachutes, Greenmail, Standstill agreement, Poison Put , White square, Pacman strategy, Crown jewels

Text Book

- 1) Krishnamoorthy, C., and Viswanathan .S.R. (2008). Merger, Acquisitions and Corporate Restructuring. (1st Edn.), SAGE publishers: New Delhi.

Reference Books.

- 1) Case Studies on Mergers and Acquisitions, (2006) ICFAI Publications, Hyderabad.
- 2) Corporate Restructuring (1st edn.) Sage Publications, New Delhi.

09MS385 WORKING CAPITAL MANAGEMENT

Credit 3:0:0

Learning Objectives:

To enable the students to work on:

- Factors determining Working capital.
- Working capital finance and various committees
- Cash management and its functions
- Receivable management and collection policies.
- Inventory management tools and techniques.

Unit -1

Meaning – Concept – Kinds of Working Capital – importance of adequate Working Capital – Factors Determining the Working Capital requirements – management of Working Capital – Estimate of WC requirements – Profitability Vs Liquidity-Risk return trade off. Working capital management in multinational environment

Unit -II

WC Finance: – Instruments for financing (Commercial paper, Intercompany deposit, Cash credit, Overdraft) Committees: Dahejia Committee, Tandon Committee – Chore Committee – Nayak committee - Marathe Committee - Kannan committee – Bank credit current scenario- Essentials for bank credit.

Unit -III.

Cash management: Functions of cash management-Cash conversion cycle& Operating cycle-Float, Components, measurement of float - Lock box system-Electronic funds transfer - Cash management in multinational environment

Unit - IV.

Receivable management: Credit policy(Reasons for credit policy, Formulation of credit policy), Credit analysis(Consumer/Individual credit, Trade/Commercial credit)-Five C's of credit-Collection policy(Tools, process & principles)-Factoring-as a function in credit collection.

Unit -V

Inventory management – Tools and Techniques(Usage of ABC, FSN, VED, JIT, Kanban, Material requirement planning) – valuation of inventories(Lifo, Fifo, Simple average & weighted average) -Level of inventories(Maximum, Minimum, Reorder, EOQ)

Text Book

- 1) Pandey, I.M. (2005). Financial Management . (9th Edn.), Vikas publishing house: New Delhi

Reference Books:

- 1) Gupta, S.K., and Sharma, R.K. (2006), Financial Management , (3rd Edn.), Kalyani Publishers: Mumbai
- 2) Prasanna Chandra (2006) Financial Management, Tata McGraw Hill.

09MS386 CORPORATE TAX MANAGEMENT

Credit 3:0:0

Learning Objectives:

To provide the students with adequate knowledge and understanding of:

- The Corporate tax in India.
- Tax planning concepts
- Computing Business Income of the Company, Set off & carry forward of losses, MAT.
- Corporate tax planning.
- Tax on mergers & Joint ventures, Penalties and prosecutions

Unit 1

Corporate tax in India: Basic concepts- Assessment year – previous year – person – Assessee – Income exempted from tax – determine the residential status of a company – incidence of tax of different tax payers — Tax on distributed profits (Dividend) of domestic companies.

Unit II

Tax planning concepts: Tax liability ,Tax evasion, tax avoidance, differences-Tax planning: Need for tax planning, Limitations .

Unit III

Computing Business Income of the Company: Income under the head profit and gains of business and its computation ; Basic principles for arriving at business income – Problems on computation of income from business .Provisions of carry forward and setoff of losses in the cases of companies – Minimum Alternative Tax-

Unit IV

Corporate Tax Planning: Tax planning with reference to setting up of a new business; location aspects; nature of business; planning for holiday benefits – Tax planning with reference to financial management decisions such as capital structure of company , employees remuneration

Unit V

Corporate Tax Planning :Tax aspects of mergers and amalgamations- Tax implications in International Joint Venture-Penalties and prosecutions for non compliance of corporate taxation

Text Books

- 1) Girish, A (2008). Corporate Tax Planning & Management, (10th Edn.), Bharat Law House
- 2) Singhania Vinod K. (2009-10) Direct Taxes, Taxmann Publications (Annual Edition relevant to the Assessment year)

Reference Book

- 1) Study Materials of Final CA, CWA published by ICAI, ICWAI.

09MS387 VALUATIONS MANAGEMENT

Credit 3:0:0

Learning Objectives:

To make the students aware of:

- Principles and techniques of valuation.
- Strength, Weakness and suitability of the methods
- Valuations application of Market hypothesis, Capital structure & Intellectual capital
- Reason for Valuation & valuation of acquisition, Merger Takeover
- Priorities of different stakeholders on valuation, valuation of shares, debentures etc

Unit-1

Principles and Techniques of valuation — Asset valuation bases (e.g. historic, replacement, realisable); Earnings valuation basis (P/E multiples, earnings yield). Cash flow valuation bases (i.e. DCF dividend yield, dividend growth model).

Unit-2

Other valuation bases (e.g. earn out arrangements, super profits method). The strength and weaknesses of each valuation method and the suitability of each method.

Unit-3

Application of the efficient market hypothesis to business valuation. The impact of changing capital structure on the market value of a company. The different forms and methods of valuation of intellectual capital.

Unit-4

The reasons for acquisitions (e.g. synergistic benefits, removing competitions), Valuating bases for takeovers, mergers, amalgamation,

Unit-5

The priorities of different stakeholders in terms of business valuation. Valuation of shares, debentures, inventory, brand and other tangible and intangible assets as well as different liabilities.

Text Book

- 1) Whaley, R.E. Derivatives – Markets, Valuations and Risk Management, John Wiley and Sons: USA

Reference Books

- 1) Martellini, L., Priaulet, P., and Priaulet, S. (2003). Fixed Income Securities: Valuation, Risk Management and Portfolio Strategies. John Wiley: USA.
- 2) Study Materials of final CA, CWA Published by ICAI, ICWAI.

09MS388 INDIRECT TAXES

Credit 3:0:0

Learning Objectives:

This course will provide a conceptual understanding of :

- Canons of taxation.
- Basic knowledge in Central excise & cenvat
- Customs laws
- Service tax and cenvat
- Central sales tax and VAT

Unit-1

Canons of Taxation: Features of Indirect Tax. Constitutional validity- Indirect Tax Laws - administration and relevant procedures

Unit-2

Central Excise: The Central Excise Law – Goods - Excisable goods - Manufacture and manufacturer – Classification – Valuation - Related Person – CENVAT - Basic procedures – Export – SSI - Job Work – Assessment – Demands – Refund - Exemptions - Powers of Officers. Various forms - Impact of tax on GATT 94 – WTO - Anti Dumping processing; -Tariff Commission and other Tariff authorities.

Unit-3

Customs laws: Basic concepts of customs law - Territorial waters - high seas - Types of custom duties - Anti- Dumping Duty - Safeguard Duty –Valuation - Customs Procedures - Import and Export Procedures – Baggage – Exemptions – Warehousing – Demurrage -Project Imports and Re- Imports - Export Promotion Schemes. EOU - Duty Drawback - Special Economic Zones.

Unit-4

Service Tax: Introduction - Nature of Service Tax - Service Provider and Service Receiver - Registration procedure - Records to be maintained - Classification of taxable services - Valuation of taxable services - Exemptions and Abatements - Payment of service tax – Return - Cenvat Credit Rules - Export and import of services - Other aspects of Service Tax - Taxable Services.

Unit-5

Central Sales Tax Act & VAT Act: Introduction - definition of sale under CST - Stock transfer - branch transfer under CST; Interstate sale - Various forms for filing ST returns - Sales outside territorial waters procedures. VAT: Salient features of state VAT act - Treatment of stock and branch transfer - Filing and return under state VAT act.

Text Book

- 1) Dately V S, “Indirect Taxes”, 4th Edn, Taxmann Allied Services Pvt. Ltd., New Delhi, 2003

Reference Books

- 1) Singhanian Vinod K. Indirect Taxes (Students edn.) Taxmann Publications. (Annual Edition)
- 2) Bare Acts on Sales tax, Service Tax, Customs and Central Excise.

09MS389 FINANCIAL MODELLING

Credits 3:0:0

Learning Objectives:

This course is to impart the students knowledge about:

- basics of financial Modelling
- time value of money Modelling
- capital budgeting Modelling
- working capital management Modelling
- financing decision models

Unit: 1:

BASICS OF FINANCIAL MODELLING : What are financial models - Power of financial Modelling - Objectives of financial Modelling - Basics of Modelling - Number format - Line and border - Graphics - Conditional Formatting - Combo boxes - Controls - Scenarios -- Application Exercises.

Unit -2:

TIME VALUE OF MONEY MODELLING: Concept of time value of money - Future value of money - Present value - Annuity - Power of compounding - Compounding intervals - Effective interest rate –Table Generation– Application Exercises

Unit – 3:

CAPITAL BUDGETING MODELLING: Introduction - The initial outlay - Relevant cash flows – The annual after – tax cash flows – Increase or decrease in working capital – Free cash flows – Calculation of Cash Flow using Excel Worksheet – The terminal cash flow – Alternative approach towards determination of free cash flow – Models Generation - Application Exercises

Unit – 4:

WORKING CAPITAL MANAGEMENT MODELLING: Introduction – Financing working capital – Estimating working capital need – Terms of credit – Calculating the cost of terms of sale – Time value and implicit cost – Numerical credit scoring – Cost benefit analysis – Models Generation – Application Exercises.

Unit – 5:

FINANCING DECISION MODELS: Introduction – Break even analysis – Breakeven point for a multi product firm – Financial breakeven point – Breakeven point and time value of money – Operating leverage – Financial leverage – Models Generation - Application Exercises.

Text Book:

- 1) Bodhanwala, R. J. (2003). Learning Financial Management using Financial Modelling. (1st Edn.), New Delhi: Taxmann Allied Services.

Reference Books:

- 1) Day, A. (2007). Mastering Financial Modelling: A practitioner's guide to applied corporate finance. (2nd edn.), Taxmann Publication: New Delhi.
- 2) John Tennent, Graham Friend (2002), Guide to Business Modelling, (1st Edn.) Project Books Ltd. London

09MS390 RETAIL BANKING MANAGEMENT

Credits 3:0:0

Learning Objectives:

The purpose of this course is to enable the students to have knowledge on:

- Principles of banking, functions, International, Wholesale, Retail banking
- Relation with customers, Deposits, Lien ,Clearing, EFT etc
- Advances and loans
- Marketing of services
- Vehicle finance, processing, Collateral, Documentation

Unit: 1:

Principles of Banking-Structure and Functions of Banking –Indian Banking-Recent trends - Commercial Banking Industry –International Banking, retail banking and wholesale banking etc.

Unit: 2:

Relations with Customers KYC principles –Anti Money Laundering Deposits-types - account opening /closing procedures – premature closure - interest rate application-renewal of deposits – procedure for settlement of claims - Types of customers-joint accounts-E or S accounts / F or S accounts - procedure for attachment – Income tax orders/Garnishee orders – Lien – Loan against deposits Payment and collection procedures- clearing- electronic funds transfer

Unit: 3

Advances: Different categories of retail lending – Consumer Loans, Housing Loans, Car Loans etc overview of appraisal and sanction –processing - monitoring -, security and documentation procedures -stamping recovery procedures

Marketing Basics -Meaning, Importance and functions - Marketing of services – selling techniques- how to close a sale- Personal Development- Customer orientation-Communication skills-Ethics in Business-Compliance requirements.

Unit: 4:

Home Loans- Introduction and Overview of Housing Finance-Basics of Housing Finance-Essentials of Housing Loan Proposals-Process of Home Loans-Assessment of Housing Loans-Housing Finance in metro branches- Rural Housing Finance-Documentation-Recovery- Case laws

Unit: 5:

Vehicle / Consumer Finance- Introduction and Overview-Essential of consumer loans and vehicle loans- Processing of loans- quantum of finance-margin-rate of interest-Disbursement Insurance-Security Collaterals and other securities – Documentation-Inspection-recovery-legal issues- Securitization of consumer loans- Case studies.

Text Book

- 1) Koch, T.W., and MacDonald, S.S. (2009). Bank Management, (7th Edn.). Hard Court: USA.

Reference Books

- 1) Indian Institute of Banking and Finance. (2008). Principles and Practices of Banking, (2nd Edn.), Macmillan Publishers: India.
- 2) Nalini prava Tripathi (2005) Financial Service (3rd Edn.) Prentice Hall of India, Delhi.

09MS391 DATA WAREHOUSING AND DATA MINING

Credits: 2:0:0

Learning Objectives

- To identify the use of data warehousing and data mining in different business applications.
- To identify the different data warehouse architecture and data warehouse models.
- To recognize the various data mining techniques.
- To identify the tools in the emerging area of the data mining.
- To knowledge the students about the use of data mining in a e-commerce environment.

Unit 1: Introduction and general principle

On-line Transaction Processing (OLTP)-Data Warehouse (DW) architecture fundamentals, DataMart-Approaches to architecture, Top-down, centralized, Bottom-up

Unit 2: Data Warehouse process

Data Warehouse Design- Online Analytical Processing (OLAP) architecture-Multidimensional Database (MDD) -ROLAP data model-MOLAP data model

Unit 3: Data Mining (DM)

Fundamental concepts, Architectural aspects of-Data Mining- Data Mining techniques
Data Mining issues and challenges

Unit 4: Business Context of Data Mining

Data Mining for process improvement- Data Mining as a research tool-Data Mining for marketing, Data Mining for customer-relationship management

Unit 5: Advanced Mining Techniques

Web mining (Web content mining, Web usage Mining, Web structure mining) and mining for e-business, text mining -DW and DM Applications-Business Intelligence, with case studies

Text Book

Soman, S. (2007). Inside into Data Mining (1st edn.), Prentice Hall : India.

Reference Books

1. Sam Anahory, H. and Dennis Murray, J.(1997). Data warehousing in the real world (2nd edn.), Pearson : India.
2. Arun Pujal (2001). Data Mininng Techniques (3rd edn.), University Press : Hyderabad.
3. W.H.Inman, G.L.Gassery (2007). Managing the Data Warehouse (1st edn.), John wiley and sons : India.

09MS392 ENTERPRISE RESOURCE PLANNING

Credits - 3:0:0

Objectives

- To understand the architecture of the ERP system
- To study the ERP modules and information flows underlying the ERP software.
- To intefrate works in an enterprise system, and the linkage with organizational processes.
- To Know the basic principles and issues behind the ERP system design and configuration.
- To understand of issues involved in future direction.

Unit 1: Introduction to ERP Systems

ERP an overview, ERP as Integrated Management Information System-Evolution of ERP, Benefits of ERP. ERP vs Traditional-Information Systems, Advantages of ERP

Unit 2: The business modules in an ERP package

Manufacturing- plant maintenance- materials management-quality management-sales and distribution.

Unit 3: Business Process Reengineering

Need and challenges-Management concerns about BPR-BPR to build business Model for ERP-Basic Constituents of ERP, Selection criteria for ERP Packages.

Unit 4: ERP implementation

Lifecycle- implementation Methodology-hidden costs in implementation, organizing the implementation, vendors, consultants and users-project management and monitoring.

Unit 5: Future directions in ERP

New markets, new channels, faster implementation methodologies, web enabling market snap shot.

Text Book

Leon A. (2003). Enterprise Resource Planning (1st edn.), Tata McGraw Hill : India.

Reference Books

1. Murthy, C. S. V. (2006). Enterprise Resource Planning (1st edn.), Himalaya Publishing House: India. .
2. Vinod, K., Garg,K., Venkatakrishna, N. K. (2005). Enterprise Resource Planning – Concepts and Practices (5th edn.), Prentice Hall : India.
3. Sadagopan, S. (2005). Enterprise Resource Planning (4th edn.), Prentice Hall : India
4. Monk, G. (2007). Enterprise Resource Planning (2nd edn.), Cengage Learning : India.

09MS393 SOFTWARE PROJECT MANAGEMENT

Credits - 3:0:0

Learning Objectives

- To expose the students to systematic software development techniques
- To make students to specify, and decompose large problems into smaller logically coherent pieces.
- To familiar the students with structured analysis and design, and object oriented design.
- To analyze the risk involved in Software Project Management.
- To study the students to expose software project management techniques.

Unit 1: Introduction

Definition of software development -Concept of a software product and the attributes of well engineered software- Generic view of software development- Software Product, resources, quality and cost

Unit 2: Overview of Project Planning and Evaluation

Steps in project planning-Cost-benefit analysis- Cash flow forecasting- Cost-benefit evaluation. Techniques- Break-even analysis- Risk evaluation

Unit 3: Software Effort Estimation

Effort estimation techniques-Expert -Estimation by analogy- Delphi technique-Algorithmic methods; Top-down and bottom-up estimation-Function point analysis

Unit 4: Risk Analysis and Management

Nature and categories of risk in software development- risk Identification- Risk assessment- Risk mitigation- monitoring, and management- Evaluating schedule risk using PERT.

Unit 5: Software Maintenance

Corrective maintenance-adaptive maintenance-effective maintenance – preventive maintenance
Software .

Text Book

1. Schwalbe, H. (2006). IT Project Management (5th edn.), Cengage Learning : India.

Reference Books

1. Pressman, R. S. (2001). Software Engineering: A practitioner's Approach (5th edn.), McGraw-Hill : India.
2. Futrell, R. T., Shafer, D. F., and Shafer, L. I., (2002). Quality Software Project Management (3rd edn.), Pearson Education Asia : India.
3. Gopalswamy, R. (2003). Managing Global Software Projects (4th edn.), Tata McGraw-Hill : India.
4. Hughes, B. and Cotterell, M. (2002). Software Project Management (3rd edn.), McGraw- Hill : India.
5. Jalote, P. (2002). Software Project Management in Practice (3rd edn.), Pearson Education Asia : India.

09MS394 SOFTWARE QUALITY MANAGEMENT

Credits - 2:0:0

Learning Objectives

It enables the student to:

- To understand the different approaches to software quality assurance.
- To identify the different quality system methodology.
- To knowledge the students in maintaining and analyze the product by using configuration management.
- To identify the nature of software defects.
- To record and track defects in the project.
- To study the use and functions of the quality management system.

Unit 1: Concepts and Overview

Concepts of Software Quality-Quality Attributes, Software Quality Control and Software-Quality Assurance-Evolution of SQA-Major SQA activities-Zero defect Software-SQA Techniques.

Unit 2: Quality Systems

ISO 9000:2000- Six Sigma- CMMI- PCMM-TQM for software quality- CMMI Implementation methodology

Unit 3: Configuration Management

Maintaining Product Integrity-Change Management-Version Control-Metrics Configuration-Trend Analysis: Error Quality, Error Frequency, Program Unit Complexity- Compilation Frequency.

Unit 4: Management Planning.

Error Reporting- Identification of Defect- Analysis of Defect-Correction of Defect-Implementation of Correction-Regression Testing-Categorization of Defect- Relationship of Development Phases.

Unit 5:Quality Management System

Software Metrics-Software Economics-Function Point analysis-Software Reliability Software Auditing.

Text book

Gillies, J. (2008). Software Quality: Theory & Practice (1st edn), Cengage Learning : India.

Reference Books

Daniel Galin, G. (2003). Soft Ware Quality Assurance (1st edn.), Addison Wesley Publication Co Inc.

09MS395 DECISION SUPPORT SYSTEMS

Credits: 3:0:0

Learning Objectives

- To understand the Decision Support System for Management decisions.
- To understand the Decision Support System architecture, Modelling and analysis.
- To gain knowledge in decision support techniques.
- To study the fundamental and architecture of neural network.
- The understanding of the key technical and managerial issues in the effective development and use of decision support systems in organizations.

Unit 1: Managerial decision making and information systems

Decision Making and Computerized support- Management support systems: an overview- decision-Making Systems-Modelling, and Support Requirement for decision support for decision making

Unit 2: Modelling and analysis

DSS architecture- Decision Modelling and analysis-Decision Support Developments-Executive Information Systems-Data warehousing-access, analysis, mining and visualization

Unit 3: Group Decision Support Systems

Intelligent Decision support systems-Knowledge-based decision support systems-Knowledge acquisition and validation-Knowledge representation- Inference techniques

Unit 4: Advanced Techniques

Neural Network fundamentals-Neural Network Architecture-Simple Neural Network applications-software agents and creativity- System integration and future of DSS.

Unit 5: Application of DSS

Technical Feasibility and Financial Viability of DSS- Advantages and Limitations of DSS – Contemporary practices-Case Studies in any one functional area

Text Book

Macllah, K. (2003). Decision Support Systems and Data Warehousing (3rd edn.), Tata McGraw-Hill : India.

Reference Books:

1. Turban, E., Aronson, J. E., Liang, T. P. (2007). DSS and Intelligent Systems (5th edn.), Prentice Hall India. & Pearson Education : India.
2. Stevenson, S. (2007). Introduction to Management Science (1st edn.), Tata McGraw- Hill : India.
3. O'Brien, J. A., Marakas, G. M. (2007). Management Information systems (7th edn.), Tata McGraw-Hill : India.

09MS396 SOFTWARE TESTING

Credits: 2:0:0

Learning Objectives

- To understand the theoretical aspects of software testing.
- To demonstrate the knowledge of the existing testing methods.
- To knowledge the students in static and dynamic analysis methods.
- To knowledge the students in applying testing and analysis methods in software development and maintenance.

- To educate the students to use the modern trends in software testing.

Unit 1: Introduction to software testing and analysis

Software testing –Error-Fault-Failure- Incident-Test Cases-Testing Process- Limitations of Testing-No absolute proof of correctness

Unit 2: Functional Testing & Structural Testing

Boundary Value Analysis- Equivalence Class Testing-Decision Table Based Testing. Path testing, DD-Paths, Cyclomatic Complexity.

Unit 3: Testing Activities

Unit Testing-Levels of Testing-Integration Testing-System Testing-Debugging-Domain Testing.

Unit 4: Object Oriented Testing

Issues in Object Oriented Testing- Class Testing-GUI Testing-Object Oriented Integration Regression Testing-Slice based testing-OO-oriented testing.

Unit 5: Testing Tools

Static Testing Tools- Dynamic Testing Tools- Characteristics of Modern Tools-Automated Testing Tools

Text Book

Graham, H. (2007). Foundations of Software Testing (1st edn.), Cengage Learning : India

Reference Books

1. Tamres, L. (2002). Software Testing (3rd edn.), Pearson Education Asia : India.
2. Pressman, R. S. (2001). Software Engineering – A Practitioner’s Approach (5th edn.), McGraw- Hill International Edition : New Delhi.
3. Beizer, B. (2003). Black-Box Testing – Technique for Functional Testing of Software and Systems (3rd edn.), John Wiley & Sons Inc., New York,
4. Perry, W. (2003). Effective Methods for Software Testing (4th edn.), John Wiley & Sons: New York.
5. Kaner, C., Falk, J., Quoc, N. (2005). Testing Computer Software (2nd edn.), Van Nostrand Reinhold : New York.
6. Beizer, B. (2003). Software Testing Techniques, Second Volume (2nd edn.), Van Nostrand Reinhold : New York.

09MS397 E-BUSINESS

Credits:3:0:0

Learning Objectives

- To evaluate the opportunities and risk factors involved in conducting e-Business.

- To identify the organizational processes and relationship that may have value added through the application of an e-business strategy.
- To assist the incorporation of an e-business strategy into the organization's goals and objectives.
- To understand the current state of e-business and the possible advantages and disadvantages of an e-business strategy.
- To aid the development of managerial e-business tactics and objectives for the organization's supply chain management functions.

Unit 1: e-Business Strategy and Models

e-Business –element- roles and their challenges-e-Business requirements & its impact
Inhibitors of e-business-e Business Strategy- e Business Models-eBusiness Architecture and
Enabling technologies-e-Business Infrastructure

Unit 2:e-Markets

Functions-eMarkets vs Traditional Market-effects of eMarkets-eMarkets success factors-e-
Markets Technology solutions-eProcurements: The purchasing process, Developments in
purchasing, IT and Purchasing.

Unit 3: Security and Reliability for e-business

Reliability and Quality considerations-Quality requirements-Risk Management-Trust, e-business
risks- e-Business security- realizing a secure e-Business infrastructure

Unit 4: Approaches to Middleware

Middleware-Messaging-Remote Procedure calls (RPC)- Remote Method Invocation (RMI)
Message Oriented Middleware (MOM)-Enterprise information systems and legacy enterprise
assets-Strategies for modernizing legacy systems

Unit 5: e-business Solutions and Protocols

Concept of software and web services- web services- Types, characteristics, service-
oriented architecture-technology stack- Standards-Required business standards and protocols.

Text Book

Rayudu, C. S. (2007). e-commerce and e- Business, (1st edn.), Himalaya Publishing House :
India.

Reference Books

1. Papazoglou, M. P. & Pieter, G. , Ribbers, M. A. (2006). e-Business, (1st edn.), Wiley : India.
2. Napier, H. (2007). Creating a winning e-business, (2nd edn.), Cengage Learning : India.
3. Kalakota, F. (2006). e-business2.0 (2nd edn.), Roadmap for success, Pearson
Education : India.
4. Bajaj, K. K & Nag, D. (2006). E-Commerce, The Cutting Edge of Business (3rd edn.), Tata
McGraw-Hill : India.
5. Canzer, K. (2005). e-business and e-commerce, (1st edn.), Biztantra : UK.

09MS398 ADVANCED DATABASE MANAGEMENT SYSTEM

Credits:3:0:0

Learning Objectives

It enables the student to:

- To study the constraints of relational Databases.
- To understand the Database design and normalization techniques.
- To Standardize the Query Language and its various versions.
- To understand the Importance of backup and recovery techniques.
- To Develop the Database system to handle the real world pro

Unit 1: Relational Databases

Integrity Constraint revisited-Functional- Multivalued and Join Dependency-Template Algebraic-Inclusion and Generalised Functional Dependency-Chase Algorithms-Limitations of Relational Data Model-Null Values and Partial Information

Unit 2: Deductive Databases

Datalog and Recursion- Evaluation of Datalog program-Recursive queries with negation. Query Processing and Optimization: Valuation of Relational Operations-Transformation of Relational Expressions-Indexing and Query Optimization.

Unit 3: Parallel and Distributed Databases

Distributed Data Storage – Fragmentation & Replication-Location and Fragment Transparency Distributed Query Processing and Optimization-Distributed Transaction Modelling and concurrency Control-Distributed Deadlock.

Unit 4: Advanced Transaction Processing

Nested and Multilevel Transactions- Compensating Transactions and Saga-Long Duration Transactions-Weak Levels of Consistency-Transaction Work Flows-Transaction Processing Monitors.

Unit 5: Active Database and Real Time Databases

Triggers in SQL- Event Constraint and Action :ECA Rules-Query Processing and Concurrency Control, Compensation and Databases Recovery

Text Book

Ramakrishnan,R. (2000). Database Management Systems (1st edn.), McGraw Hill : India.

Reference Books

1. Elmars. (2004). Fundamentals of Database Systems, (4th edn.), Pearson Education : India.
2. Kim, W. (2000). Modern Database Systems (2nd edn.), ACM Press , Addison – Wesley: India.
3. Maier, D. (2002). The Theory of Relational Databases (3rd edn.), Computer Science Press, Rokville : Maryland.

4. Abiteboul, S., Hull, R. and Vianu, V. (2001). Foundations of Databases (3rd edn.), Addison – Wesley Publishing Co. : Reading Massachusetts.

09MS399 NETWORK MANAGEMENT AND INFORMATION SECURITY

Credits: 3:0:0

Learning Objectives

- To Enhance the types of risk and types of controls available in security techniques.
- To study the technical controls for risks in networks and e-mail.
- To study the modern security system in key management.
- To study the legal, moral and ethical concerns in Risk Management.
- To study the design and the topology in information system.

Unit 1: Introduction

Classical security Techniques and Computer Network Security Concepts-Confidentiality and Security- Security Policy and Operations Life Cycle-Security System Development and Operations

Unit 2: Secure Networking Threats

The Attack Process- Attacker Types.-Vulnerability Types-Attack Results-Attack Taxonomy-Threats to Security:Physical security-Biometric systems-monitoring controls- and Data security and intrusion and detection systems

Unit 3: Encryption Techniques

Conventional techniques-Modern techniques-DES-DES Chaining- Key management-Message Authentication and Authentication requirements Message digest algorithm-digital signatures. AES Algorithms.

Unit 4: Network Security Platform Options

Network Security Platform Options-Network Security Device Best Practices-Common Application Design Considerations-E-Mail-DNS-HTTP/HTTPS-FTP-Instant Messaging.

Unit 5: Design Considerations

VPN Basics-IPsec Modes of Operation and Security Options-Topology Considerations-Design Considerations-Site-to-Site Deployment

Text Book

1. Convery, S. (2004). Network Security Architectures, (1st edn.), Cisco Press:

Reference Books

- 1.Krawetz. (2007). Introduction to Network Security, (6th edn.), Cengage Learning: India.

2. Stallings, W. (2005). *Cryptography and Network Security*, (5th edn.), Pearson Education : India.
3. Pfleeger, C. P. (2005). *Security in Computing* (5th edn.), Prentice Hall : India.
4. Crume, J. (2004). *Inside Internet Security*, (4th edn.), Addison Wesley : India.

09MS3100 MULTIMEDIA TECHNOLOGY

Credits: 2:0:0

Learning Objectives

- To understand the basic concepts in multimedia and its products.
- To identify the various components and formats in multimedia.
- To familiarize the students with the concepts of compression and storage.
- To know the future use in multimedia technology.
- To knowledge the students about the recent technologies involved in multimedia.

Unit 1: Introduction

Concept of Multimedia-Media & data stream-main properties of multimedia system -Data stream characteristics & for continuous media Multimedia Applications- Multimedia products & its evaluation.

Unit 2: Components of multimedia

Text- Basic sound concepts – Speech-Basic concept of Images -Graphics format -Overview of image processing-Basic concepts of Video & animation-Conventional system-,Computer based animation .

Unit 3: Data Compression

Coding requirement-Source-entropy-hybrid coding-JPEG-MPEG, Text compression using static Huffmann technique-Dynamic Huffmann Technique-Statistical coding techniques

Unit 4: Optical Storage Media

Video Disk and other WORMS-Compact Disk Digital audio-Advantage of CD-DA- Principles of CDWO -Prospects of CD technologies

Unit 5: Virtual Reality

Introduction to Virtual reality & Virtual reality Systems-Related Technologies: Tele-operation & Augmented reality system-Domain Dependent Application like Medical, Visualisation, Visibility computation.

Text Book

Hillman, D. (2004). *Multimedia Technology & Applications* (3rd edn.), Galgotia Publications.

Reference Books

- 1.. Steinmetz. (2002). Multimedia Computing Communication and Application (2nd edn.), Pearson Edition : India.
2. Vince,J. (1998). Virtual Reality Systems (1st edn.), Pearson Education.
3. Andleigh and Thakarar (2002). Multimedia System Design (2nd edn.), Prentice Hall India. & Pearson Education.
4. Chapman,N. & Chapman,J. (2003). Digital Multimedia (3rd edn.), Wiley Publications.
5. Mukherjee, D. P. (1998). Fundamentals of Computer Graphics and Multimedia (1st edn.), Prentice Hall India. & Pearson Education.

09MS3101 MANAGEMENT INFORMATION SYSTEM

Credit 3:0:0

Objective:

At the end of this course, the students should be able to:

- . Understand the Information system and the types of system.
- . Study the architecture of the computer peripherals and system softwares.
- . Understand the transaction processing system, information reporting and executive information system
- . Understand computer networks.
- . Plan and implement information system in an organasation.

Unit : I

Fundamentals of Information systems: systems concepts - Types of system, system approach relevance to modern organization - Data Vs information.

Unit : II

Managerial overview: Computer Hardware & Trends in Computer Hardware & Computer Peripherals - Managerial overview: Computer software - System software: OS, DAMS, OOPS - Application software -spread sheet - Graphic packages.

Unit : III

Information systems in Business and Management:- Transaction processing system: Information Reporting and Executive information system - DSS-AL & Export systems.

Unit : IV

Managerial overview: Introduction to computer networks- DTP - Image processing- Electronic communication system - Electronic Meeting System.

Unit : V

The Managements of information systems: Information Resource Management, Managing. Information services - planning & implementing information system & controlling Information system..

Text Books

1. O'Brien, J. A., and Marakas, G. M. (). Management Information Systems (7th edn.), Tata McGraw Hill: India.
2. Murthy, C. S. V. (1999). Management Information Systems (1st edn.), Himalaya Publishing House: India.

Reference Books

1. Oz, E. (2008). Management Information Systems (2nd edn.), India: Cengage Learning
2. Laudon, J. P. and Laudon, K. C. (2007). Management Information System (10th edn.), Pearson Education: India.
3. Haag, S. , Cummings, M. , and Phillips, A. (2008). Management Information Systems (6th edn.), Tata McGraw Hill: India.

09MS3102 SYSTEM ANALYSIS AND DESIGN

Credit 3:0:0

Learning Objectives:

- To have a understanding about System analysis and Design and Interdiction to System Development Life Cycle.
- To understand about the career of a system analyst and who the HR function to be used for his growth.
- To study the various types of approaches in system Development Life Cycle.
- To study the resent trends in the system development.
- To understand how to implement a system in a organization with cases.

Unit I

Introduction to System Analysis and Design:- System Analysis, System Design, System Development Life Cycle. The Information System Analysis: Introduction

Unit II

Preparing for Career as a System Analyst - General Business Knowledge - Technical Skills - Communication skills - Role of System Analyst – Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, Place of the System analyst position in the MIS organization.

Unit III

System Analysis : Problems who System Development Life Cycle approach, Neet for a Structured approach, Information Gathering. A problem solving approach - Data Flow Diagrams, Data Modelling with logical entity relationship. Process Modelling with logical data flow diagram, Dta dictionary, Decision Tree, Decision tables and Structured English.

Unit IV

System Design : Introduction, The Process of Logical & Physical design – Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization. Computer outputs and controls, computer inputs and controls, Code design, Computer based methods, procedures and controls.

Unit V

System Implementation: System testing Conversion Compating resistance to change Post implementation review Software maintenance Hardware/Software Selection Security disaster/recovery and ethics in System development. Case Analysis.

Text Books

Kendall., (2009). System Analysis and Design (7th edn.), Pearson Education: India.

References:

Elias.M.A. (1985). System Analysis and Design (2nd edn.), Tata McGraw-Hill.

09MS3103 ENTERTAINMENT, MEDIA & ADVERTISING RESEARCH

Credit 3:0:0

Learning Objectives:

To Understand the Spending Behavior of Corporate Advertisement.

- To Study about how consumers spend their time in Media
- To understand about various types of Media
- To Study about the Advertisement Research.
- To Study about the customer segmentation for research using various models.

Unit I : Market Assessment.

Advertising Spending, Media Content and Servicing Spending, Entertainment Spending, MARKET LEADERS: Advertising Agencies, Media Corporations.

Unit II: Consumer use of media

Time Spent Using M3edia, Market Penetration Of Media, Media Use Demographics, MARKET TRENDS & forecast : Shifts in Media & Advertising, Alternative Marketing, Ad Networks.

Unit III : Newspapers

Market Assessment, Market Leaders, Advertisers, Online Activities, College News Papers, RADIO: Market Assessment, Radio Listening, Radio Companies, Radio Advertisers, Market Trends, TELEVISION : Market Assessment, Broadcast Television networks, Cable Television Networks.

Unit IV : The Nature of Advertisement Research:

The Process of Advertisement Research, the Ethics of Advertisement Research, Reporting Research, Advertisement Content Analysis, Perpetual Mapping.

Unit V : Target Customer:

Segmentation, Q-Methodology, Media Research: Audience Measurement, Media Expenditure.

Text Books

Miller, R.K., (2008). The 2009 Entertainment, Media & Advertising Market Research Handbook (1st Edn.), R&K. Miller & Associates: India.

Reference Book

Davis, J.J. (2008) Advertising Research Theory and Practices, (1st Edn.), Prentice Hall: Upper saddle River.

09MS 3104 RESEARCH METHODOLOGY

Credit 3:1:0

Learning Objectives

The objective of this course is to make the students understand

- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development
- Sample design
- Data acquisition and preparation
- Methods of univariate and multivariate data analytics

Unit I : Introduction

Research – Meaning – Objectives – Characteristics – Research in pure science and social science. Research process – Steps – Research Design – Types of Research Design – Problem formulation – Review of Literature - Hypothesis – Objectives – Types – Characteristics.

Unit II : Scaling And Sampling Designs

Instrument development - Measurement – Characteristics of sound measurement – Data types: Nominal, ordinal, interval and ratio scales – scaling techniques

Sampling – Nature – Process of sampling – Sampling Techniques: Probability and non-probability.

Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation.

Unit III : Selection of techniques – Univariate

Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding – Tabulation – Cross Tabulation - Differences between Parametric and Non-parametric tests

Unit IV : Selection of techniques - Multivariate

Multivariate Techniques: Multiple regression, Factor Analysis, Cluster Analysis – Multi – Dimensional Scaling, Correspondence Analysis – Introduction to Modelling techniques

(Only application and no arithmetic calculations needed)

Unit V : Report Writing

Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables – Bibliography.

Text Book

Cooper, D., and Schindler, P. (2006). *Business Research Methods*. (9th edn.), Tata McGraw Hill: India

Reference Books

1. Zikmund, W.G. (2009). *Business Research Methods*. (7th edn.), Cengage Learning: India.
2. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). *Management Research Methodology*. Pearson Education: India

09MS 3105 DATA ANALYSIS

Credit 3:1:0

Learning Objectives

The objective of this course is to make the students understand

- Relevance of statistics, types, central tendency and dispersion
- Probability and distributions
- Sampling, testing of hypothesis, estimation, sample size determination
- Modelling techniques such as correlation, regression
- Forecasting techniques such as auto regression

Unit : I - Introduction

Introduction to statistics – purpose of statistics – kinds of numbers, measurements, variables, attributes, discrete and continuous data.

Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit : II - Probability

Concept of probability – Law of Addition – Law of Multiplication and conditional probabilities – Random variables – Its expectation and variances – Applications in Management.

Probability distributions:- Binomial distribution, Poisson distribution and normal distribution.

Unit : III – Sampling and testing of hypothesis

Population parameters and sample statistics – standard error – sampling distributions of statistics. Estimation: Point, interval and confidence estimates – determination of sample size.

Testing hypothesis: one sample and two sample tests - testing of means,- power of a hypothesis test – testing of proportions – large and small samples – dependent samples

Unit : IV – Modelling

Chi-square: Test of Independence, Goodness of Fit. Analysis of Variance: Inference about a population variance – Inference about two population variance.

Correlation and regression – Scatter Diagram – Coefficient of correlation – Rank Correlation – Regression – Lines of Regression – Finding the multiple regression equation

Unit : V – Forecasting

Time Series: Components – Trends – Seasonal – cyclical – irregular variables – Measurement of trend – Method of semi averages and method of moving averages principle of least squares – Measurement of seasonal fluctuations – simple averages – Ratio to trend method – Ratio to moving average method – Auto Regression (simple problems)

Text Book

1. Richard I Levin & David S. Rubin “Statistics for Management”, (7th edn.), Pearson Education: India

Reference Books

1. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2008). *Statistics for Business and Economics*. (9th edn.), Cengage Learning: India
2. Srivastava, T.N and Rego, S. (2008). *Statistics for Management*. Tata McGraw-Hill: India

09MS3106 INFORMATION TECHNOLOGY FOR DATA ANALYSIS

Credit 1:0:2

Learning Objectives

The objective of this course is to make the students

- understand spreadsheets in performing analyses
- emphasize the art of model formulation and analysis using SPSS and EXCEL
- use technology for extracting information from data

The following are the pre-requisites of this course:

Unit I

Essential data analytical Tools in Marketing Decisions – Some background statistical concepts – Concepts of Parametric and Non parametric Tests – Scale of Measurement – Classification of Data Analysis: Univariate, Bivariate and Multivariate.

Unit II

Major Parametric Techniques: T – test, Z – test, Correlation, one-way ANOVA, Two-way ANOVA Bivariate Regression

Unit III

Major Nonparametric Techniques – Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogrov – Smirnov Test, Fisher Exact Test, Wald-Wolfowitz Test, Moses Test, Median Test, Chi-Square Analysis, Spearman’s Rho, Kendall’s Rank Correlation, Contingency Coefficient Test, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Walsh Test, Kruskal – Wallis one way ANOVA ; Terpstra–Jonckhere Test, Friedman Two-way ANOVA, Cochran’s Q Test, Pages Test for ordered Alternatives.

Unit IV

Multivariate Techniques – Multiple Regression – Factor Analysis – Discriminant Analysis – Multi-dimensional scaling – correspondence analysis

Unit V

Path Analysis – Structural Equation Modelling (SEM) and Confirmatory Factor Analysis (CFA) through LISREL or AMOS (only basics).

Based on the above syllabus, the following experiments are to be conducted using EXCEL and SPSS:

1. Overview of SPSS functions.
2. Testing the Mean Difference

3. Testing the Association / Relationship
4. Testing the Interdependencies
5. Testing the Models (Model generation, modification and confirmation)
6. Testing the Estimates
7. Testing the classification
8. Testing the path models

Text books

Lab Manual prepared by the Course Instructor

Reference Books

1. Hair, J. F. Jr., Anderson, R.E., Tatham, R.L . and Black W.C. (1998). *Multivariate Data Analysis*. (5th edn.), Prentice-Hall International Ltd., London.
2. Cooper, D.R., and Schindler, P.S. (2006). *Marketing Research: Concepts and Cases*. Tata McGraw-Hill: India
3. Nargundkar, R. 2002. *Marketing Research*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Hair, J. F. Jr., Bush, R. P., and Ortinau D.J. 2003. *Marketing Research*. Tata McGraw-Hill Publishing Company Limited, New Delhi.

SCHOOL OF MANAGEMENT

ADDITIONAL SUBJECTS

S.No	Subject Code	Subject	Credits
1	10MS201	Engineering Project Costing	2:1:0
2	10MS202	Business Environment	2:0:0
3	10MS203	Understanding the Indian Economy	3:0:0

10MS201 ENGINEERING PROJECT COSTING

Credits: 2:1:0

Objective:

The basic objective of the course is to give an insight about the importance of costing and to create necessary cost awareness to the students which adds to their knowledge a focused approach /path in the present highly competitive globalised arena. This paper provides the necessary inputs particularly for students pursuing Engineering courses and imbibe knowledge on project cost analysis etc

Learning Outcome:

At the end of the course the students will be able to know and apply the cost concepts in real life projects. Project costing knowledge gives the students a practical and foreseeing insight in their area of employment. It enables them to have an awareness on cost consciousness and helps them to take cost effective decisions.

Unit I INTRODUCTION: Costing –Scope, Objectives ,Advantages ,Limitations, Role of Costing in WTO Objections against costing, steps in installation of cost accounting system in business, Characteristics of an ideal costing system

Unit II CONCEPTS: Cost concepts- cost classification-Elements of cost –simple Cost sheet - Unit costing, Service costing - Project Cost Estimate - Application –Tender-Calculation of Machine hour rate

Unit III APPLICATIONS: Job costing-Objectives, merits, limitations, Application –Process costing- application, abnormal loss, abnormal gain- - Simple break even analysis- Inventory control in projects-

Unit IV PROJECT COST MANAGEMENT: Key project parties-Managing risk in private infrastructure project-Project related activities-PPP (Public private partnership in infrastructure projects-outline Facet of project analysis –Key issues in major investment decisions –statement of analysis of cost variation

Unit V PROJECT INVESTMENT BUDGETING:- Objectives, common weakness-techniques(NPV, Payback, ARR, Profitability index)-Project disparities and conflict in ranking-Project control and Performance Analysis - Decision making.

Text Books:

1. Jain .S.P,Narang.K.L(2007) Kalyani publishers ,New Delhi
2. Prasanna Chandra 2009 7th edition, McGraw Hill, New Delhi

Reference Book:

1. Bhavesh M Patel, Project Management, (2009) Recent Reprint, Vikas Publishing House, Noida (UP)

10MS202 BUSINESS ENVIRONMENT**Credits: 2:0:0****Objectives**

To understand the overall business environment and evaluate its various components in business decision making.

Learning Outcome:

The course helps the students to familiarise with the nature of business environment and its components. The course contents facilitate the students to develop conceptual framework of business environment and generate interest in international business.

Unit I - Business Environment – Types– micro environment –macro environment - global environment –competitor analysis –environment analysis – forecasting techniques.

Unit II - Nature of International Business – International business and domestic business –FDI – factors – International operations managements –strategic issues.

Unit III - Technological Environment – source of technological dynamics – appropriate technology – technology adaption –globalization – transfer of technology.

Unit IV - Financial system – monetary and fiscal policies – credit market – money market and capital market- nature and constituents –industrial financing institutions (an overview).

Unit V - Global environment – WTO – multinational corporations – export and import policy – foreign exchange FERA and FEMA -corporate governance –social responsibility and business.

Text Books

1. Francis Cherunilam, Business Environment- Text and Cases, Himalaya Publishing House, New Delhi (latest Edition)
2. Aswathappa, International Business, The McGraw Hill Companies, New Delhi (latest edition)
3. Shaikh Saleem, Business Environment, New Delhi, Pearson, 2006.

10MS203 UNDERSTANDING THE INDIAN ECONOMY

Credits: 3:0:0

Objectives:

To explain the basic principles of macroeconomics and to provide an introduction to macroeconomic policy and economic development of India to engineering students.

Learning Outcomes:

The course should enable the students to understand the macroeconomic environment in which they will be working and how economic policy can affect their personal and professional lives.

Unit I – Basic Concepts of Economics

Definitions of scarcity and efficiency – Market, command and mixed economies – Role of markets and government – Elements of supply and demand

Unit II – Introduction to Macroeconomics and Economic Development

Aggregate supply and demand – measuring economic activity – consumption, savings and investment – business cycles – economic growth – strategies of economic development

Unit III – Economic Development of India

Colonial Legacy – Policy of Planned Development – The first 50 years – New Economic Policy – Performance of the Economy since 1991 – Major Aspects of Transformation.

Unit IV – Industrial and Infrastructure Sectors in India

Growth of Indian Industry before and after liberalization – Productivity growth – exports - competition – Role of Public Sector Enterprises – IT sector – Infrastructure reforms – Public Private Partnerships – Investment in Infrastructure

Unit V – Macroeconomic Policy in India

Problems of unemployment and inflation – Fiscal and Monetary policy – Savings and capital formation – Investment – Trade Policy – human development – sustainable development of the Indian economy.

Text books:

1. Samuelson , Paul A. and William D. Nordhaus (2005), Economics, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Basu, Kaushik (ed.) (2004), India's Emerging Economy, Oxford University Press, New Delhi.

Reference Books

1. Kapila, Uma (ed.) (2006) Indian Economy since Independence, 19th edition, Academic Foundation, New Delhi.
2. India Development Report, (2008), Oxford University Press, New Delhi
3. Jalan, Bimal (1992), The Indian Economy: Problem and Prospects, Penguin, New Delhi.

SCHOOL OF MANAGEMENT

Karunya University

REVISED AND NEW SUBJECTS

Subject Code	Subject	Credits
10MS201	Engineering Project Costing	2:1:0
10MS202	Business Environment	2:0:0
10MS301	Organizational Behaviour	3:0:0
10MS302	Managerial Economics	2:0:0
10MS303	Marketing	3:0:0
10MS304	Managerial Accounting	3:0:0
10MS305	Business Statistics	3:0:0
10MS306	Information Technology for Managers	0:0:2
10MS307	Research Methodology for Management	3:0:0
10MS308	Operations Research	2:1:0
10MS309	Financial Management	3:0:0
10MS310	Macro Economics for Managers	2:0:0
10MS311	Operations Management	3:0:0
10MS312	Human Resource Management	3:0:0
10MS313	Legal Aspects in Business	3:0:0
10MS314	Entrepreneurial Development	2:0:0
10MS315	Introduction to ERP using SAP	0:0:2
10MS316	Strategic Management	3:0:0
10MS317	Management Information System	3:0:0
10MS318	Research Methodology and Data Analysis	4:0:0
10MS319	Tourism Entrepreneurship	4:0:0

10MS201 ENGINEERING PROJECT COSTING

Credit 2:1:0

Objective:

The basic objective of the course is to give an insight about the importance of costing and to create necessary cost awareness to the students which adds to their knowledge a focused approach /path in the present highly competitive globalised arena. This paper provides the necessary inputs particularly for students pursuing Engineering courses and imbibe knowledge on project cost analysis etc

Learning Outcome:

At the end of the course the students will be able to know and apply the cost concepts in real life projects. Project costing knowledge gives the students a practical and foreseeing insight in his area of employment. It enables them to have an awareness on cost consciousness and helps them to take cost effective decisions.

Unit I : Introduction

Costing –Scope, Objectives ,Advantages ,Limitations, Role of Costing in WTO Objections against costing, steps in installation of cost accounting system in business, Characteristics of an ideal costing system

Unit II: Concepts

Cost concepts- cost classification-Elements of cost –simple Cost sheet -Unit costing, Service costing - Project Cost Estimate - Application –Tender-Calculation of Machine hour rate

Unit III: Applications

Job costing-Objectives, merits, limitations, Application –Process costing- application, abnormal loss, abnormal gain- - Simple break even analysis- Inventory control in projects-

Unit IV: Project Cost Management

Key project parties-Managing risk in private infrastructure project-Project related activities-PPP (Public private partnership in infrastructure projects-outline Facet of project analysis – Key issues in major investment decisions –statement of analysis of cost variation

Unit V: Project Investment Budgeting

Objectives, common weakness-techniques (NPV, Payback, ARR, Profitability index)-Project disparities and conflict in ranking-Project control and Performance Analysis - Decision making.

Text Book :

1. Jain .S.P,Narang.K.L(2007)Kalyani publishers ,New Delhi
2. Prasanna Chandra 2009 7th edition,McGraw Hill, New Delhi

Reference:

1. Bhavesh M Patel, Project Management, (2009) Recent Reprint, Vikas Publishing House, Noida (UP)

10MS202 BUSINESS ENVIRONMENT

Credit: 2:0:0

Objectives

To understand the overall business environment and evaluate its various components in business decision making.

Learning Outcome:

The course helps the students to familiarise with the nature of business environment and its components. The course contents facilitate the students to develop conceptual framework of business environment and generate interest in international business.

Unit I

Business Environment – Types– micro environment –macro environment - global environment –competitor analysis –environment analysis – forecasting techniques.

Unit II

Nature of International Business – International business and domestic business –FDI – factors – International operations managements –strategic issues.

Unit III

Technological Environment – source of technological dynamics – appropriate technology – technology adaption –globalization – transfer of technology.

Unit IV

Financial system – monetary and fiscal policies – credit market – money market and capital market- nature and constituents –industrial financing institutions (an overview).

Unit V

Global environment – WTO – multinational corporations – export and import policy – foreign exchange FERA and FEMA -corporate governance –social responsibility and business.

Text Books

1. Francis Cherunilam, Business Environment- Text and Cases, Himalaya Publishing House, New Delhi (latest Edition)
2. Aswathappa, International Business, The McGraw Hill Companies, New Delhi (latest edition)
3. Shaikh Saleem, Business Environment, New Delhi, Pearson, 2006.

10MS301 ORGANIZATIONAL BEHAVIOR

Credits - 3:0:0

Objectives:

Each student taking this course will arrive with his or her own unique goals and no doubt discover additional interests through the topics explored along the way. We expect everyone in the course will develop:

- A solid theoretical grounding in organizational behavior concepts that serves to enhance the skills in analyzing behavior in organizations
- Increased self-awareness that enhances the capacity to use unique thoughts and feelings as a powerful tool to guide in case of organizational assessments and interventions
- A more sophisticated capacity to identify relevant interventions to enhance individual, group, and organizational performance

Learning Outcome:

- The student will be able to understand self better and appreciate the uniqueness of human personality

- The student will hone interpersonal skills and motivational techniques to work in a team and get things done
- The course will also enable the student to learn to perform in high potential teams, resolve conflicts and negotiate

Unit I

Introduction to organization – organizational behavior - History and Development – organizational frames: structural, human resource, political, symbolic – contributing disciplines – classical and modern approaches to management

Unit II

Identifying personal powers – Learning and its implications – Attitudes and Values - Personality traits – Individual learning – Perception – Stress management - Cognitive functions Problem Solving & Creativity - Intelligence

Unit III

Motivation and its application to management – Behavior Modification - understanding power of influence - Coaching & Performance Management - Interpersonal communication - Methods to improve interpersonal Communication.

Unit IV

Diversity and Inclusion – Group dynamics and work teams – Group formation – Norms – cohesiveness - Group decision making – High Performance Teams – Conflict & negotiations

Unit V

Organizational culture – Organizational change: Approaches and resistance to change - managing change - organizational structure and design – Organizational Development

Text Books

1. Robbins S.P., Judge, T.A., Sanghi, S. (2009), Organizational Behaviour. (13th edn,). New Delhi: Pearson Education

Reference Books

1. Nelson, D.L., and Quick, J. C. (2008). Organisational Behaviour: Foundations, realities & Challenges (5th edn,). India: Cengage Learning.
2. Slocum, J.W., & Hellriegel, D. (2008). Fundamentals of Organisational Behaviour. (2nd edn,). India: Cengage Learning.
3. Umasekaran, (2004). Organizational Behaviour, (2nd edn,). New Delhi: Tata McGraw Hill.
4. Greenberg, J., & Baron, R.A. (2007). Behavior in Organisations: Understanding and Managing the Human Side of Work (9th Edn,). India: Pearson Education.

10MS302 MANAGERIAL ECONOMICS

Credits - 2:0:0

Objectives: This course is designed to help in managerial decision making in order to achieve desired economic goals. It also helps in solving problems related to business issues.

It enhances the ability of the students to apply fundamental economic concepts to complex business realities.

Learning Outcomes:

- Students will derive, analyse and interpret the relationship between factors influencing demand and quantity demanded.
- Students will explain and analyse the nature of production and its relationship to costs.
- Students will select and apply appropriate pricing strategies to different markets.
- Students will understand the role of managerial economics in the business decision-making process for profit maximisation.
- Students will analyse and evaluate risk and recommend an option for optimal decision making.

Unit I

Introduction - Nature and Scope of economics – Managerial Economics – Methods – Maximizing the value of Firm – Measuring efficiency of firm – Market Demand and Supply analyses – Demand forecasting.

Unit II

Theory Production- Production Function – Law of returns to Scale – Economies of Scale. Cost Analysis –Cost concepts – Cost functions- Short run and long run cost-output relationship.

Unit III

Price Output Decision - Market Structure – Price and output determination under Perfect Competition – Monopoly –Monopolistic competition – Duopoly - Oligopoly.

Unit IV

Economic Theory of Firm and Profit Maximization –Concept of Profit – Measurement of Profit – Profit policies – Accounting Profit Vs Economic Profit - Break-even analysis.

Unit V

Economics of risk and uncertainty –Economic impact on speculation - Decision making under uncertainty.

Text Book:

1. Samuelson and Nordhaus (latest edition), 'Economics', Tata McGraw-Hill Publishing Company Limited

Reference Books:

1. Sampath Kukherjee (latest edition), 'Business and Managerial Economics (in the Global Context)'New Central Book Agency (P) Ltd.
2. Chatrvedi, DD, Gupta, S.L and Sumitra Pal (latest edition), Business Economics; Text and Cases

3. William J. Baumol and Alan S. Blinder (2005), “Micro Economics Principles and Policy”, (9th Edn.), Cengage Learning Publications.
4. Robert S. Pindyck and Daniel L. Rubinfeld (2005), “Micro Economics”, (6th Edn.), Prentice-Hall of India Pvt. Ltd.,
5. Gregory Mankiw (2007), Principles of Micro Economics, 3rd Edition. Cengage Learning Publications.

10MS303 MARKETING

Credit 3:0:0

Objectives:

This course aims to orient the participants toward principles and basic tenets of marketing discipline by providing exposure to essentials and approaches of marketing today.

Learning Outcomes:

1. Ability to relate to the real time marketing actions with the conceptual learning acquired.
2. Skill to prepare a Marketing Plan for an organization of choice, utilizing the concepts learned in respect of STP.

Unit I: Foundations of Marketing

Marketing: Evolution, Concepts, Functions, Interface; Customer orientation - Marketing environment.

Unit II: Marketing Essentials

Industrial and individual buyer behavior: Influencing factors, Customer decision making process; Marketing research – MIS.

Unit III: Marketing Approach Principles

Segmentation -Targeting - Positioning (STP) – Principles, Types, Methods, Practices; Marketing strategy planning

Unit IV: Marketing Mix

Product: Types, Levels, Hierarchy; Product life cycle - Developing new product
 Pricing: Approaches, Methods; Price setting procedures – Responding to price changes
 Place: Channel Levels, Dynamics; Retailing and wholesaling – Logistics management
 Promotion: Tools - Advertisement, Sales promotion, Personal selling, Public relations.

Unit V: Emerging Marketing Paradigms

CRM – SCM -Online marketing -Web based marketing programmes – Global Marketing: Trends and challenges – Competitive strategies.

Text Book

Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition].

Reference Books

1. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
2. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007
3. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.

10MS304 MANAGERIAL ACCOUNTING

Credits 3:0:0

Objectives:

This course aims to develop an insight of principles and techniques of accounting and focus on application of financial, cost and management accounting in different managerial situations.

Learning Outcomes:

1. Student will be clear on analyzing the financial statement of the companies.
2. Students learn to take up appropriate financial decisions at the time of crisis.
3. Students are exposed with the Accounting Standards adopted in the corporate field and to prepare cash flow statements according to AS-3.
4. Students learn the application of cost concepts and to prepare Budgets for corporate.

Unit I

Basics of Understanding Corporate Financial Statements - Relevant terms - Corporate Balance Sheet and Profit and Loss Account - Notes to the accounts - Schedules - Significance of Accounting standards – Indian Vs US GAAP – An overview of International Financial Reporting System (IFRS) - Window Dressing.

Unit II

Analyzing Accounting Information - Financial Statement Analysis — Check points when analyzing a Financial Statement-Tools and Techniques used – Common-size Statements – Comparative Statements- Trend Analysis - Ratio analysis

Unit III

Cash Flows - Preparation and analysis of Cash flows as per AS-3 requirements - Funds flows – statement of Changes in Working capital-Fund from operations- Fund flow statements.

Unit IV

Cost Concepts and Classification - Methods of Costing - Cost Determination in Manufacturing and Service Organizations – Break even analysis its assumptions and limitations-Application of Marginal Costing in Short Run Decision Analysis (Make or Buy, Key factor, Sales mix, Export sales only)– An overview of Cost Accounting Standards

Unit V

A General view of Business plan – Cash Budget – Flexible Budget – Behavioural issues in Budgeting –Types and Techniques of Budgeting.

Text Book:

1. Khan MY & Jain PK : Management Accounting 4th edition McGraw Hill, 2007
2. Singhvi NM & Ruzbeh J. Bodhanwala Management Accounting Text & Cases PHI, 2006

References

1. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition PHI, 2005
2. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
3. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

10MS305 BUSINESS STATISTICS**Credits 3:0:0****Objectives:**

- Understand data, information, presentation (tabular and graphical) of data;
- Measures of central tendency and dispersion
- Probability concepts such as addition, multiplication, random variables
- Probability distributions
- Sampling distributions
- Tests of significance difference

Learning Outcome:

- To actively participate in class discussions and in-class assignments, each student will improve communication and analytical skills through learning statistical concepts and business applications.
- Each student will exhibit analytical skills, as well as, improve competency in analysis.
- Students will create management research to support an organization's ability to fully define the need and the target market.

Unit: I

Introduction to statistics – Application of statistics in management – kinds of numbers, variables, attributes, Units, discrete, cross sectional, time series and continuous data.
Grouping and displaying data – graphing frequency distribution – Cross tabulation.

Unit: II

Measures of central tendency: Mean, Median, Mode merits and demerits. Measure of Dispersion: Range, mean deviation, standard deviation, coefficient of variations - Exploratory data analysis

Unit: III

Experiments – Events: Equally Likely – Mutually Exclusive- Independent events- Probability relationships: Addition Law – Conditional Probability – Multiplication Law – Baye’s Theorem.

Unit: IV

Random Variable – Discrete – Continuous – Probability Distribution function – Cumulative Distribution function – Expectations and variances. Distribution: Binomial- Poisson- normal

Unit: V

Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions

Text Book

1. Levin, R.I., and Rubin, D.S. (2005). Statistics for Management. (7th edn.), India: Prentice Hall

Reference Book

1. Gupta, S.P. (2004). Statistical Methods. (33rd edn.), Sultan Chand: India
2. Srivastava, T.N., and Rego, S. (2008). Statistics for Management. (1st edn.). India: Tata McGraw Hill.
3. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2008). Statistics for Business and Economics. (4th edn.). India: Cengage Learning

10MS306 INFORMATION TECHNOLOGY FOR MANAGERS

Credits - 0:0:2

Objective:

The learning objectives of this course are supplying the student required skills in using

- MS word,
- Outlook,
- Excel,
- Power Point and
- Other Office applications.

Learning Outcome:

- Demonstrate the application of some generally accepted office systems software.
- provide critical analysis of existing work processes and indicate areas for improvement (information literacy)
- By completing exercises in excel spreadsheets each student will enhance analytical skills, as well as, improve competency and analysis.
- Identify ways in which management planning at the strategic, tactical, and operational levels can effect continuous improvements on society.

Unit I: Common Tasks and Using Word

Getting Started with Office 2007 - Building a Better Word Document - Using Themes, Styles, and Templates - Advanced Document Formatting - Professional Document Tools and Advanced Document Sharing - Letters, Envelopes, and Data-Driven Documents Text management - Mail Merge

Unit II Using Excel

Building a Better Workbook - Advanced Worksheet Formatting - Using Formulas and Functions Organizing Data with Tables and PivotTables - Creating and Editing Charts

Unit III Using PowerPoint

Building a Perfect Presentation - Advanced Presentation Formatting - Adding Graphics, Multimedia and Special Effects - Planning and Delivering a Presentation

Unit IV: Using Outlook

Outlook Essentials - Reading, Writing, and Organizing Email - Keeping Your Contacts List - Under Control - Working with Calendars and Tasks - Outlook Security and Privacy

Unit V Other Office Applications

Publisher Essentials - Access Essentials – Forms – Queries & Reports - Using Office 2007 on a Corporate Network.

Text Book

1. Woody Leonhard (2007) Special Edition Using Microsoft® Office 2007 [Special Editions Using], 1st edition

Reference Book

1. Paul McFedries (2007) Tricks of the Microsoft Office 2007 Gurus, 1st edition Person Education, India.
2. Rajaraman, V. 2002, “Fundamentals of Computers”, New Delhi: Prentice-Hall of India,
3. Sudalaimuthu, S., and Raj, S.A. (2008). Computer Application in Business. (1st edn.). India: Himalaya Publishing House.

10MS307 RESEARCH METHODOLOGY FOR MANAGEMENT

Credit 3:0:0

Objectives:

The objective of this course is to make the students understand

1. Scientific Methods in management research
2. Various research designs, problem identification, formulation
3. Measurement, scaling and instrument development
4. Sample design
5. Data acquisition and preparation

6. Reporting

Learning Outcome:

After learning this course, the students would be able to demonstrate their ability to:

1. Put a business problem into a methodological framework and perspective
2. Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization

Unit I

Introduction: Research – Meaning – Objectives – Characteristics – Research in social science and management - Research process – Steps – Research Design – Types of Research Design – Problem formulation.

Unit II

Review of Literature – Development of Framework - Proposition - Hypothesis – Objectives Instrument development - Measurement – Characteristics of sound measurement – Data types: Nominal, ordinal, interval and ratio scales – scaling techniques-Reliability, Validity

Unit III

Sampling and data collection: Sampling – Nature – Process of sampling – Sampling Techniques: Probability and non-probability – determination of sample size (with problems). Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation. Secondary data sources and data validation

Unit IV

Tabulation and Selection of techniques: Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding – Tabulation – Cross Tabulation.

Selection of techniques: Tests of significant differences (Parametric and Non-parametric) – tests of significant relationship, Rules for choosing a test ,Assumption underlying each test

Unit V

Report Writing: Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables – Bibliography.

Text Book

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India

Reference Books

1. Cooper, D., and Schindler, P. (2006). Business Research Methods. (9th edn.), Tata McGraw Hill: India
2. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.

10MS308 OPERATIONS RESEARCH

Credit 2:1:0

Objectives:

To understand the divisions of management functions within the organization. Understand the scientific approach to the solution of problems in the management of complex systems. In a rapidly changing environment an understanding is sought which will facilitate the choice and the implementation of more effective solutions which, typically, may involve complex interactions among people, materials and money.

Learning Outcome:

On completion of this course, the student will be able to develop linear programming and integer programming formulations for engineering and economic systems, determine optimal solutions to a variety of mathematical programming problems, and present managerial recommendations based on optimal solutions and sensitivity analysis.

Unit I: Linear Programming

Introduction – Mathematical formulation of a problem – Graphical solutions – General LPP – Artificial Variable Technique – Two Phases Simplex Method.

Unit II : Transportation & Assignment

Introduction – Initial basic feasible solution – NWC method – Lease Cost Method – Vogel's Method – MODI – moving towards optimality without Degeneracy – Assignment Algorithm – Hungarian Method & problems.

Unit III : Game Theory

Games and Strategies – Two – Person Zero Sum game – Maxmin – Min Max Principle – Dominance – Simple problems.

Sequencing problem – processing of n jobs through 2 machines, 3 machines, machines – Graphical method

Unit IV : Queuing theory

Basic queuing situations – single server queuing model $M|M|1 : \infty$ FIFO Model

Unit V: Network Models

Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT – problems.

Text Book

Taha, H. A (2007). Operations Research: An Introduction. (8th Edn.). India: Pearson Education.

Reference Books

1. Swarup.K.,Gupta, P.K., and Mohan, M. (2008). Operations Research. (14th edn,). New Delhi: Sultan Chand and Sons.
2. S.D.Sharma (2007). Operations Research: Theory and Applications. (3rd edn,). Macmillan India Ltd.,

3. Sivarethinamohan,R. (2008) Operations Research. (1st edn,). Tata McGraw Hill. New Delhi.

10MS309 FINANCIAL MANAGEMENT

Credits 3:0:0

Objectives:

This course aims to acquaint the students with the broad framework of financial decision-making in a business organization.

Learning Outcomes:

1. Students learn to analyse the financial stability of the company by using EBIT and EPS analysis.
2. Students demonstrate and independent decision making skills with respect to the investment decisions and Dividend decisions.
3. Students will have awareness in respect of International Finance and the Financial markets abroad.

Unit I

Overview of Financial Management –Finance its interface with other disciplines Planning Environment- Key Decision of Finance management - Emerging Role of Finance manager

Unit II

Analysis of Operating and Financial Leverages – Capital Structure Theories and Planning – Cost of Capital – EBIT and EPS analysis.

Unit III

Source of funds - Investment Decisions – Capital Budgeting - Capital Rationing – Evaluation Techniques – Principles of valuations.

Unit IV

Working Capital Management: Working Capital Management – types – Significance and Determinants of working capital.

Dividend and Retention policies: Determinants of Dividends – Relevance and Irrelevance of Dividends. Dividend Practices in Manufacturing and IT companies.

Unit V

Overview of Financial Markets: Indian Financial Market, Capital Market, Money Market, International Financial Markets, International Financial Institutions.

Text Books:

1. Khan MY & Jain PK Financial Management, Text, Problems and Cases McGraw Hill, 2004
2. Khan MY & Jain PK Basic Finance Management, Mc Graw Hill., 2006

Reference

1. Braily Meyers: Corporate Finance, McGraw Hill, 2006

2. Pandey IM Financial Management, Vikas Publishing House., 1999
3. John Hampton, Financial Decision making, Problems, text and cases, Prentice Hall of India, 1999

10MS310 MACRO ECONOMICS FOR MANAGERS

Credits 2:0:0

Objectives:

The programme has been designed to introduce the dynamic nature of the macroeconomics. This course helps the students to understand the fundamentals of macroeconomics and to draw meaningful conclusions from economic events. This would help managers in the decision making and strategy formulation during the periods of economic crisis.

Learning Outcomes:

Student should learn basics of macroeconomics and more about the economic system in which we live. Upon successful completion of this course, the student will:

1. Relate to, identify and be able to understand and use the macroeconomic concepts such as circular flow of income, aggregate demand and aggregate supply in management decisions; and
2. Relate to, calculate, identify, compare and analyze macroeconomic variables such as national income, unemployment rate, inflation, fiscal, monetary, supply side policies and the international environments with real economic events.

Unit I

Macroeconomics: Introduction, nature, importance of Macroeconomics –Internal and external economic environments – Aggregate demand – Aggregate supply.

Unit II

National Income – Measurement – Business Activity and Circular Flow of Income – Business Cycle Model: Business expectations and its impact on investments.

Unit III

Money – Demand for money – Supply of Money. Inflation – Causes and Effects – Unemployment and Inflation – Deflation Danger.

Unit IV

Government Macroeconomic policies: Fiscal Policy – Monetary policy – Supply side policy.

Unit V

International Economic Environment: Balance of Payments, Foreign Trade, Exchange rates – Food and Oil Crisis – WTO and Globalisation – Overview of Indian Economy.

Text Book:

1. Errol D'Souza (2008), "Macroeconomics" (Ed. 1), Pearson Education: India

Reference Books:

1. Bush, R.D., Fischer, S., and Stratz, R. (2004), “ Macroeconomics”, Tata Mc.Graw Hill: India
2. Neil T. Skaggs., J.Lon Carlson, (Latest Ed.), “Macroeconomics”, Blackwell publisher, Ltd: UK
3. John Sloman, *The Economic Environment of Business*, Pearson Education Ltd, 2005.
4. Publications of RBI, CMIE, IMF, UN (including websites).

10MS311 OPERATIONS MANAGEMENT**Credits 3:0:0****Objectives:**

- To make the students understand the importance of process analysis and the supply chain issues
- To give a comprehensive learning of the latest trends of handling the materials like MRP and JIT
- To demonstrate the competence of the quality concepts like TQM and Six Sigma.
- To emphasize the understanding towards the evaluation approaches under project management

Learning Outcome:

- Develops an understanding of the interrelationships between operations and the other functional areas of an organization and relate to overall organization strategy, effectiveness, performance and career management.
- Develop creative solutions to current Operations Management problems.
- Learns to identify issues such as fast response, strategy, capacity planning, process design, productivity, supply chains, and scheduling.
- Develops an appreciation of how to make efficient use of an organization’s available resources, making sure that there exists an adequate capacity when called upon.
- Learns to understand how all of this can add value to an organization.

Unit I

Introduction to Operation Management: Operations as a system, Types of production system. Operations Strategies: Operations as a Source of Competitive Advantage; Demand Forecasting, Product, Process and Service Design.

Unit II

Facility Capacity, Location, Layout: Manufacturing and Services; Aggregate Planning.

Unit III

Inventory Management: Various Inventory Model; Cost Structure and Trade-offs; EOQ and Uncertainty; Determining Safety Stocks; Periodic Review; Material Requirement Planning; Manufacturing Operations Scheduling; JIT.

Unit IV

Operations Quality Management: Statistical Quality Control, Acceptance plans, Control Charts, TQM, Six Sigma

Unit V

Maintenance Management; Concept of Supply Chain Management; Project Planning and Control Techniques; Concept of Employee Productivity Using Work Measurement and Learning Curves.

Text Book:

1. Operations Management by Norman Gaither and Greg Frazier,(2004) 9th edition, Cengage Learning.
2. Operations Management by Chase, Jacobs, Aquilano and Agarwal, 11th edition.

10MS312 HUMAN RESOURCE MANAGEMENT

Credits 3:0:0

Objectives

At the end of this course, the students would be able:

- To understand the operational functions of HR
- To frame policies and procedures for each operational function
- To align people, organization strategy and performance towards organizational effectiveness.

Learning Outcome

The Participants of the course will be able to design policies and procedures for the operational functions of HR in an organization. Further the participant will be in a position to device HR strategies according to the business phase of the organization.

Unit I: Concept of HRM

Introduction to HRM - Human Resource Policies and Procedures – Linking of HR Policies with Business Strategy - Operational functions of HR – Competencies of HR Managers/Executives – Organisation of HR Department – Outsourcing of HR functions – HRM Model

Unit II: Procurement and Development Functions

Human Resource Planning - Job Analysis – Recruitment & Selection Strategies – New Hire Orientation – Training: Training Need Analysis, Training Methods & Assessment of Training. Employee & Management Development - Career and succession planning - Job sculpting, Employee Engagement

Unit III: Compensation Function

Job Evaluation – Performance and Potential Appraisal Systems - Compensation Administration: Linking Performance and Compensation – Incentives and Employee Benefits - Wage System in India – State regulation of Payment of Wages

Unit IV: Maintenance, Integration and Separation Functions:

Administration of Welfare – Health and Safety – Social Security - Employee Grievances - Administration of Discipline – Employee Empowerment – Collective Bargaining - Separation: Voluntary and Involuntary quits, Rightsizing - Ergonomics

Unit V: Audit and Control Function

HR Audit - Human Resource Accounting – Measuring employee productivity – Employee cost to the organization - Controlling manpower costs – MBO - Human Resource Information Systems – Concept of HR software application programmes.

Text Book

1. Gary Dessler and Biju Varkkey (2005) Human Resource Management (11th Edition) Pearson Education: South Asia

Reference Books

1. K. Aswathappa (2008) Human Resource Management (5th Edition) Tata McGraw Hill Publications: India
2. Subba P Rao., (2000) Essentials of Human Resource Management and Industrial Relations (4th Edition) Himalaya Publishing House, India

10MS313 LEGAL ASPECTS OF BUSINESS**Credit: 3:0:0****Objectives:**

1. The objective of the course is to understand the principles and concepts of law dealing with business.
2. The course shall endeavor to make managers aware about the law and how to make use of law as an instrument in bringing positive changes in their thought process.
3. It will facilitate in legal thinking and encourage them in being on the right side of law.
4. Knowledge of the principles rather than the statute will be the focus.

Learning Outcomes:

1. Basic knowledge and understanding of the principles governing the business organization.
2. Understand key concepts of business law relating to contract formation, the selection of a business organization etc
3. Ability to analyze legal issues facing a company with the knowledge gained.
4. Students as future Managers and Entrepreneurs learn to minimize legal risk in business and safeguard their rights.

Unit 1

Indian Contract Law: Introduction to Contract Law, Essentials of a valid contract– Offer and acceptance – Consideration - Performance and Discharge of contract - Breach of contract and Remedies – Business contract cases

Unit II

Special Contracts: Bailment and Pledge – Agent, Agency and Principal -Partnership, Nature, Relationship of Partners, Relationship with third parties, and Dissolution of partnership -Sale of Goods: Conditions & Warranties, Difference between sale and hire purchase- Sale and agreement to sell – Caveat Emptor.

Unit III

Company Law: Introduction to company law, Incorporation of Companies, Prospectus, Raising of Capital, Share Capital, Meetings, Corporate Personality and Directors.

Unit IV

Intellectual Property Rights Act: Patents: Who can patent, WTO and Patents, Compulsory Licensing

Copyright Protection: Scope, Rights of Copyright Owners, Restriction of Copyrights, Exemption from Copyright Violations, Copyright Infringement. Trademark Protection: Class of Goods, Registration Procedure, Effect of Registration, Offences, Penalties under The Trade Mark Act 1999

Right to Information Act: Citizen, Information and Public Authority, Enforcement and penalties, Public Authorities, Refusal of Information, Rights of Third Party.

Unit V

Consumer Protection Act [COPRA]: Rights of Consumers, Consumer Protection Council, Consumer Redressal agencies, Complaint Procedure, Remedies to consumers.

Cyber Law: Introduction, Secure Electronic Records and Electronic Signature, Liability of Subscriber and Network Service Providers, Offences, Penalties and Adjudication. An overview of Direct tax code.

Text Books

1. Akhileshwar Pathak (2007) “Legal Aspects of Business” (3rd edition) Tata McGraw Hill.

Reference Books

1. N.D Kapoor, “Elements of Mercantile Law”. S. Chand & Co, 2002
2. Tulsian “Business Law” (2nd edition). New Delhi: Tata McGraw Hill 2007
3. M.C. Kuchhal, “ Business Law” (4th edition), New Delhi: Vikas Publishing House 2004
4. Right to Information Act 2005 – Bare Act
5. Justice Yatindra Shingh “Cyber Laws” Universal Law Publishing Pvt Ltd, 2003.

Objectives:

Each student taking this course will be able to bring out the Entrepreneurial spirit in him/her and ignite the ability to take risks and think out of the box. At the end of the course each student will be able to

- Understand and appreciate the theories and practice of entrepreneurship
- Develop entrepreneurial behavior, skills and competencies
- Generate new ideas and evaluate the same with quantifiable techniques
- Apply the knowledge in solving personal and social problems.
- Dream and make choices for their future advancement and or the organization they work for
- Write a business plan for creating a small project

Learning Outcomes:

1. The student will be able to appreciate the value and importance of Entrepreneurship in India and its contribution towards the development of the economy
2. The participant will be able to understand the nuances of motivating young entrepreneurs, design and offer developmental programs
3. The student will develop the required skills to evaluate the market, economic and technical aspects before launching a start up business
4. The student will be aware about the various financial terminologies and their applications for an entrepreneurial venture and
5. The participant will be able to wisely advise and help start up firms and fresh entrepreneurs about the Government regulations and subsidies

Unit I : Fundamentals of Entrepreneur and Entrepreneurship

Entrepreneur – Definitions & Concepts - Characteristics of Entrepreneurs - Types of Entrepreneurs - Difference between Entrepreneur and Intrapreneur – Family Business - Women Entrepreneurs

Unit II : Entrepreneurial Development

Motivation for Entrepreneurs – Process of Entrepreneurial Development – Social Entrepreneurship – Rural Entrepreneurship - Risk Management - Entrepreneurship Development Programs – Idea generation and Business plan writing

Unit III : Project Management

Characteristics & ownership structure of SMEs - Steps involved in setting up a small business – Market survey and Research - Techno economic and societal feasibility Assessment - Preliminary Project Report – Intellectual Property Rights

Unit IV : Financial Analysis

Break Even Analysis - Taxation – Tax incentives – Tax holidays - Service Tax - Sales Tax and introduction to fundamentals of Financial Liabilities for an Entrepreneurial Venture

Unit V: Government and Institutional Support

Institutional Support to Entrepreneurs – Importance of Seed funding, Angel investors and Venture Capitalist - Sickness in small business - Government Policy for small scale enterprises - Expansion, Diversification, Joint venture, Merger and Sub-contracting

Text Book

1. Charantimath, P.M. (2009). Entrepreneurship Development and Small Business Enterprise. (1st edn.), India: Pearson Education.

Reference Books

1. Hisrich, R.D., Peters, M.P., and Shepherd, D.A. (2007). Entrepreneurship. (6th edn.), India: Tata McGraw Hill
2. Bruce R Barringer., R Duane Ireland (2009) Entrepreneurship – Successfully Launching New Ventures (1st edn,) India, Pearson Education.
3. Desai, V. (2007). Dynamics of Entrepreneurial Development. (4th edn.), India: Himalaya Publishing House.

10MS315 INTRODUCTION TO ERP USING SAP

Credits: 0:0:2

Objectives:

Students will understand the scope of ERP systems and corporate motivation for implementing ERP. Students will appreciate the challenge associated with implementing such large-scale systems and the dramatic impact these systems have on key business processes. Students will gain an understanding of process integration inherent in ERP. Students will have hands on experience the SAP software on the following modules:

- SD – Sales & Distribution
- MM- Materials Management
- PP – Production Planning
- FI & CO – Financial Accounting & Controlling

Learning Outcome: After completing this course, you the student will be able to:

- Understand rationale for acquiring and implementing ERP systems, selection of ERP software, and integration of processes and transactions in the ERP system. understand the challenges associated with the successful implementation of global Supply Chain ERP software with practical working on SAP
- analytically think and work on real time application of ERP to any company.
- practice critical leadership thinking, tolerance of ambiguity, communication and interpersonal skills, creativity and general business instincts.

Unit I

Introduction to ERP, Classification of ERP, ERP vendors, Comparisons of different solutions. Introduction to SAP: Solutions, Architecture & Integrations.

Unit II

Sales & Distribution : SD Organization structure, Master data, Sales order process, pre-sales activities, inquiry, quotation, sales order, delivery scheduling, shipping & route

determination, availability check, pricing, shipping, billing , payment receipt & document flow. Integration with other modules.

Unit III

Materials management : MM Organization structure, Master data, procurement process, Purchase requisition, vendor selection, Purchase order, Goods receipt, goods movement, purchase invoice processing, payment to vendors. Integration with other modules.

Unit IV

Production Planning : PP structure, Master data, BOM, Routings, Work centers, product groups, material planning, Sales & operations planning, planning strategies, Master production schedule (MPS), material requirement planning (MRP), Consumption based , manufacturing execution process, integration with other modules.

Unit V

Financial Accounting & Controlling : FI structure, GL entry, Balance sheet & Income statement, Statement of cash flows, Customer & vendor accounts, Accounts & audit trials, SAP document principles, Integration with other modules. CO structure, posting of cost elements, Allocations,

Text Books

1. Introduction to SAP ERP , course material given by SAP University Alliance program.
2. Hayen R (2007), SAP R/3 Enterprise Software – An introduction, McGraw-Hill publications.

10MS316 STRATEGIC MANAGEMENT

Credit : 3:0:0

Objectives

1. To acquire familiarity with the principal concepts, frameworks and techniques of strategic management.
2. To gain expertise in applying these concepts, frameworks and techniques in order to
 - Understand the reasons for good or bad performance by an enterprise,
 - Generate strategy options for an enterprise,
 - Assess available options under conditions of imperfect knowledge,
 - Select the most appropriate strategy,
 - Recommend the best means of implementing the chosen strategy.
3. To integrate the knowledge gained in previous and parallel courses.
4. To develop your capacity as a general manager in terms of
 - An appreciation of the work of the general manager,
 - The ability to recognise opportunities for profit in the business environment of a particular enterprise,
 - The ability to develop original and innovatory approaches to strategic problems,
 - Developing business judgment

Learning Outcome:

At the end of the course the students will be equipped with:

1. Analytical platform to formulate, evaluate, and implement strategies of relevance to firms.
2. Ability to analyze external opportunities & threats and internal strength weakness of a firm and
3. To propose a sensible strategic plan, by combining Strategic Management theories and previous corporate lessons.

Unit 1

Introduction to strategic management. The role and nature; Establishment of Strategic Intent : Vision – Definition – benefits – Process of Visioning; Mission - Definition – Formulation – Characteristics; Business definition – Business model – Goals and Objectives.

Unit II

Environmental Appraisal: Concept - sectors – factors – factors affecting appraisal; Organizational Appraisal – SWOT – Methods used for appraisal; Corporate level strategies – Concentration-Integration-Diversification – Internationalization-Cooperation-Digitalization-Stability-Retreachment-restructuring.

Unit III

Business Level Strategies – Generic Business Strategies – Tactics ; Process of strategic choice – strategic analysis – subjective factors in choice – Porter’s five choice model – Balance Score Card - Contingency strategies – Strategic Plan.

Unit IV

Strategy Implementation and Control : Nature – Barriers – Relationship of Formulation and Implementation ; Structural Implications – Structure and strategy – Types ; Behavioral Implementation – Stakeholders’ Relationship Management – Corporate Governance – Leadership – Corporate Culture – Politics and Power – Personal Values and Ethics – Social Responsibility and Strategic Management

Unit V

Functional and Operational Implementation: Strategies -Vertical and Horizontal – Plans and Policies – Finance, Marketing, Operation, Personnel, Information Management Plans and Policies – Integration of Plans and Policies – Operational Implementation; Strategic Evaluation and Control – Nature – Importance – Barriers.

Case Analysis for each topic to be covered.

Text Book:

Azhar Kazmi, Strategic Management and Business Policy (Third Edition) Tata-McGraw Hill.

References:

1. Charles W.L.Hill & Gareth R. Jones – Strategic Management Theory; An Integrated approach (2008 Cengage Learning Inc)
2. Dr. M. Jayarathnam, Strategic Management (Third Revised Edition) Himalaya Publishing House.

3. Pearce & Robinson, Strategic Management, All Indian Travellers N D.
4. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
5. Michael Porter, Competitive strategies.
5. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India

10MS317 MANAGEMENT INFORMATION SYSTEM

Credit 3:0:0

Objectives:

At the end of this course, the students should be able to:

- Understand the Information system and the types of system;
- Study the architecture of the computer peripherals and system softwares;
- Understand the transaction processing system, information reporting and executive information system;
- Understand computer networks;
- Plan and implement information system in an organisation.

Learning Outcomes:

Upon completion of the course, the student should able to:

- apply the concepts of systems and information to business.
- address business needs for internet/electronic commerce.
- apply development tools to business information system.
- discuss issues surrounding ethics, security, and global management as they relate to computer based information systems

Unit I

Importance of MIS –Introduction to systems /Information systems, types of systems: DSS, TPS ,EIS,MIS.

Unit II

Infrastructure: Hardware and software requirements of information system, spreadsheets / database usage in information system.

Unit III

Design of MIS in different organizations,

Unit IV

Implementation of information system in different organizations, managing existing systems, fuzzy systems,

Unit V

Networking concepts, connectivity, security, ethical implications

Text Books

1. Lisa Miller, "Management Information System", Pearson Education
2. James A O'Brien, "Introduction to Information Systems", Tata McGraw Hill, 12th Edition, 2005.

Reference Books

1. Oz, E. (2008). Management Information Systems. (2nd edn.), India: Cengage Learning
2. Laudon, J.P and Laudon, K.C. (2007). Management Information System. (10th edn.), Pearson Education: India
3. Haag, S., Cummings, M., and Phillips, A. (2008). Management Information Systems. (6th edn.), Tata McGraw Hill: India
- Murthy. C.S.V. (1999), Management Information Systems. (1st edn.), Himalaya Publishing House: India

10MS318 RESEARCH METHODOLOGY AND DATA ANALYSIS

Credit 4:0:0

Objectives

Topics of research are complex because it requires answers to a number of questions and a number of decisions about the techniques or techniques to be used to solve a number of research problems. Analyzing such issues needs a systematic approach. The course attempts to give a comprehensive and critical exposition of the varied techniques employed in social research and addresses methodological issues underlying.

Learning Outcome:

The scholar will be able to exhibit independent scientific inquiry.

Unit I

Scientific social research-research and theory-social research and values-objectivity in research-research process-formulation of problems in research-review of literature-objectives hypothesis. Role of scientific investigation and management science-logic-deductive and inductive reasoning.

Unit II

Research Design-types-sampling design-problem of measurement-sampling design-types-scaling techniques. Data collection: primary and secondary sources-methods of data collection-observation, interview, sociometry, case study. Sampling: methods and techniques-probability and non probability sampling.

Unit III

Qualitative research-design-sampling process-access and entrée-methods of data collection including archival analysis. Free-listing, pile, sorts etc.-transcription-coding-qualitative manuscript. Building theory-qualitative research process-grounded theory-ethnographic studies-presenting qualitative data.

Unit IV

Data Analysis: Measure of central tendency-measures of dispersion. Testing of hypothesis-parametric and non parametric techniques. Probability distribution: binomial and normal distribution. Population parameters and sampling statistics-estimation-correlation and multivariate techniques-path analysis-time series analysis.

Unit V

Data analysis (EXCEL, SPSS)-data processing in general-tables-charts. Statistical analysis: Univariate, bivariate and multivariate – chi-square test-t test, ANOVA-factor analysis-cluster analysis-discriminate analysis, multidimensional scaling, conjoint analysis-path analysis Report writing – bibliography.

Reference:

1. Cooper. D and Schindler. P (2006), Business Research Methods (9th edition), Tata McGraw Hill; India.
2. Richard I Levin and David S. Rubin “Statistics for Management” (7th edition), Pearson Edition: India.
3. Rajendra Nargundkar, Marketing Research Text and cases (2nd edition), Tata McGraw Hill: India.
4. Wilkinson and Bhandarkar, Methodology and Techniques of Social Research, Himalaya Publishing House (latest edition)
5. Anderson. DR, Sweeney D.J and Williams. T.A (2008), Statistics for Business and Economics (9th editon), Cengage learning: India.
6. Srivastava .T.A and Rego .S (2008), Statistics for Management, Tata McGraw Hill: India.
7. Cooper. D and Schindler. P (2006), Marketing Research: Concepts and Cases, Tata McGraw Hill; India.

10MS319 TOURISM ENTREPRENEURSHIP

Credit 4:0:0

Objectives

The course aims to provide conceptual base of tourism entrepreneurship and examines its scope from managerial perspective.

Learning Outcome:

The scholar will be able to exhibit tourism entrepreneurial practices.

Unit I

Tourism entrepreneurship-historical perspective-theories and practices-models-conceptual base of tourism entrepreneurship-future perspective-interdisciplinary approaches-networking agencies-globalization-ethical dimensions.

Unit II

Tourism entrepreneurship-managerial perspective-entrepreneurial process-planning and applications-trends-managerial skills-experiences of different countries-managing changes-strategies-managing resources-pricing.

Unit III

Managing tourism entrepreneurship – economic, social and financial aspects-micro and small tourism entrepreneurship-role of financial institutions-role of government agencies-role of ICT-innovation and entrepreneurship.

Unit IV

Tourism entrepreneurship-structure and strategies-role of public and private sector-public private partnership-government policies and tourism entrepreneurship-tourism entrepreneurship and markets global strategies.

Unit V

Tourism entrepreneurship-international perspective-role of agencies-promotion and regulation legal issues-Indian and regional context-present trends-problems-challenges-methodological issues.

References

1. Stephen J. Page and Jovo Ateljevic (2009), *Tourism and Entrepreneurship; International Perspective*, Butterworth-Heinemann, Oxford.
2. Kanishka Bedi (2009), *Management and Entrepreneurship*, Oxford University Press, India.
3. Sutheeshna Babu S. Sitikantha Mishra, Bivraj Bhusan Parida (2008), *Tourism Development Revisited Concepts, Issues and Paradigms*, Oxford Publication.
4. ERIC A Morse and Ronald K Mitchell (2007), *Cases in Entrepreneurship*, Saga Publications.
5. Naipaul, Sandua; Youcheng Wang (2009), *Entrepreneurship and leadership in hospitality; Insight and implications for hospitality and tourism education – Mr. Harris Rosen in Conversation with Mrs. Sandra Naipaul and Youcheng Wang*. *International Journal of Contemporary Hospitality Management*, Vol. 21 (6/7), pp 639-658.
6. Hernandez-Maestro, Rosa M. Munoz-Gallego, Pablo A: Santos-Requejo, Libia (2009), 'Small-Business Owners' Knowledge and Rural Tourism Establishment Performance in Spain', *Journal of Travel Research*, Vol.48 (1), pp 58-77.
7. *Journal of Entrepreneurship* (various issues), saga publication
8. *Harvard Business Review* (various issues).

**SCHOOL OF
MANAGEMENT**

ADDITIONAL SUBJECTS

Subject Code	Subject Name	Total Credits
10MS321	Project Management	3:0:0
10MS401	Energy Management	4:0:0

10MS321 Project Management

Credit 3:0:0

Objective:

- To learn concepts of project management, its role, project life cycle, structure & processes.
- To make student understand the following key project management activities:
 - Integration management
 - Scope management
 - Time management
 - Cost management
 - Quality management
 - Human resource management
 - Communication management
 - Risk management
 - Procurement management
- To give a comprehensive learning on the difference phases of project : initiating, planning, executing , monitoring and closing .

Outcome of the course:

- At the end of this course, students will be able to manage projects in any industry.
- They can also be ready to attend Project Management Professional examination conducted by PMI (if they have required experience prescribed by PMI)

Unit I: Project management frame work: Introduction – Project life cycle – Organization – Project management process groups – planning process – executing process – monitoring & controlling process – closing process.

Unit II: Knowledge Areas – Integration & Scope: Integration management : Develop project charter, project plan, direct & manage project execution, monitor & control, perform integrated change control, close project. Scope management: collect requirement, define scope, create WBS, verify scope, control scope,

Unit III: Knowledge Areas – Time & Cost : Time management : Define activities, sequence activities, estimate activity resources, activity duration, develop schedule, control schedule. Cost management: estimate cost, determine budget, control costs.

Unit IV: Knowledge Areas – Quality, Human resources & Communication: Quality management: Plan quality, perform quality assurance & quality control. HR management : develop HR plan, acquire project team, develop project team, manage project team. Communication management : Identify stake holders, plan communication, distribute information, manage stake holder expectation, report performance.

Unit V: Knowledge areas – Risk & Procurement : Risk management : Plan risk management, identify risks, perform qualitative & quantitative risk analysis, plan risk responses, monitor & control risks. Procurement management : Plan procurement, conduct procurement, administer procurement & close procurement.

Text book:

1. Paul Sanghere. (2008), PMP in depth: Project management professional study guide for PMP & CAPM exams, Cengage Learning
2. Claudia M.Baca (2009), Project management for Mere mortals, Pearson Education

Reference:

1. Verma VK (1995), Organizing project for success, Newtown square, PA, PMI
2. Levin & Flannes(2005) , Essential people skills for project manager, Vienna VA, management concepts Inc

10MS401 ENERGY MANAGEMENT

Credits 4:0:0

Objectives

1. To understand the present energy scenario with special reference to rural energy
2. To study the environmental impacts of energy.
3. To study the sources of non-conventional energy and its uses
4. To study the various financial aspects of energy management and energy pricing.

Outcome

The curriculum helps in understanding the present rural energy scenario and highlights different energy sources for sustainable development. It helps in modeling environment friendly and financially viable energy production means.

Unit I

Energy – Indian power scenario- rural energy - contribution to GDP growth- Energy needs of growing economy - future energy prospects - **Global energy concerns.**

Unit II

Energy pricing – cost benefit analysis - Return on investment, Net present value, internal rate of return, cash flows, risk and sensitivity analysis - energy sector reforms energy auditing.

Unit III

Study of energy conservation methods- techniques to reduce environmental pollution - problems associated with energy use- demand side management-aspects of the environmental health problems.

Unit IV

Non conventional energy -sources (solar- wind- biomass- bio waste-tidal- small hydel-wave energy-fuel cell- geo thermal)- major problems –policy aspects.

Unit V

Energy - sustainable development – approaches- social auditing of energy- utility performance reporting – demand vs supply.

References

1. Robert A. Ristinen and Jack J. Kraushaar's, Energy and the Environment, John Wiley and Sons, New York, 1999.
2. David Lewis Feldman, editor, The Energy Crisis: Unresolved Issues and Enduring Legacies, Johns Hopkins University Press, Baltimore, MD, 1996.
3. Dan Williams and Larry Good, Eds., Guide to the Energy Policy Act, Fairmont Press, Lilburn, GA, 1995.
4. John Mitchell with Peter Beck and Michael Grubb, The New Geopolitics of Energy, The Royal Institute of International Affairs, 10 St. James Square, London, SW1Y 4LE, 1996.

Reports

1. The Energy and Resources Institute (TERI) reports
2. NPC energy audit manual and reports
3. Bureau of Energy Efficiency reports.

SCHOOL OF MANAGEMENT

ADDITIONAL SUBJECTS

S. No	Subject Code	Name of the Subject	Credits
1	11MS301	Business Statistics	3:0:0
2	11MS302	Data Analysis for Business Research	0:0:2
3	11MS303	Corporate Social Responsibility	3:0:0
4	11MS304	Fundamentals Of Logistics	3:0:0
5	11MS305	Introduction to Shipping	3:0:0
6	11MS306	Customs Procedures	3:0:0
7	11MS307	Shipping Business	3:0:0
8	11MS308	Warehousing & Inventory Management	3:0:0
9	11MS309	Legal Principles in Shipping Business	3:0:0
10	11MS310	Liner Trade	3:0:0
11	11MS311	Dry Cargo Chartering	3:0:0
12	11MS312	Port Agency	3:0:0
13	11MS313	Transportation and Distribution Management	3:0:0
14	11MS314	Multi Modal Transport Operations, Stevedoring -Freight Forwarding	3:0:0
15	11MS315	Corporate Banking & Insurance Management	3:0:0
16	11MS316	Strategic Cost Management	3:0:0
17	11MS317	Corporate Taxation	3:0:0
18	11MS318	Security Analysis and Portfolio Management	3:0:0
19	11MS319	Financial Analysis and Reporting	3:0:0
20	11MS320	Options, Futures & Derivatives	3:0:0
21	11MS321	Micro Finance and Institutional Role	3:0:0
22	11MS322	Financial Market and Institutions	3:0:0
23	11MS323	Financial Services	3:0:0
24	11MS324	Pension Fund and Wealth Management	3:0:0
25	11MS325	Product and Brand Management	3:0:0
26	11MS326	Integrated Marketing Communication	3:0:0
27	11MS327	Sales and Distribution Management	3:0:0
28	11MS328	Marketing Research Methods	3:0:0
29	11MS329	Consumer Decision Behaviour	3:0:0
30	11MS330	Advanced Marketing of Services	3:0:0
31	11MS331	Customer Relationship Management	3:0:0
32	11MS332	Retail Marketing and Management	3:0:0
33	11MS333	Rural Marketing	3:0:0
34	11MS334	B2B Marketing	3:0:0

35	11MS335	International Business Environment	3:0:0
36	11MS336	International Marketing Research	3:0:0
37	11MS337	International Economics	3:0:0
38	11MS338	International Trade Relations	3:0:0
39	11MS339	International Logistics Management	3:0:0
40	11MS340	International Trade Procedures	3:0:0
41	11MS341	Foreign Exchange Management	3:0:0
42	11MS342	International Financial Management	3:0:0
43	11MS343	Global Advertising and Promotional Management	3:0:0
44	11MS344	International Project Management	3:0:0
45	11MS345	Labour Legislation and Industrial Relations	3:0:0
46	11MS346	Organizational Transformation	3:0:0
47	11MS347	Work Place Counseling	3:0:0
48	11MS348	Cross Cultural Management	3:0:0
49	11MS349	Performance Management	3:0:0
50	11MS350	Strategic Human Resource Management	3:0:0

11MS301 BUSINESS STATISTICS

Credits 3:0:0

Course Objectives:

The objective of this course is to make the students understand

- To understand collection and compilation of data, information and presentation (tabular and graphical) of data
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions

Learning Outcomes:

At the end of the course the students will be able to learn to take up appropriate managerial decisions at the time of crisis in all level of business.

Unit I

Introduction to statistics – purpose of statistics – variables, attributes, discrete and continuous data. Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses, cross tabulation

Unit II

Measures of central tendency – Mean, Median, Mode - merits and demerits - Measures of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit III

Concept of probability – Law of Addition – Law of Multiplication and Conditional Probabilities – Baye's theorem - Random variables – Its expectation and variances – Applications in Management.

Probability distributions - Binomial distribution, Poisson distribution and Normal distribution.

Unit IV

Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions

Unit V

Sampling Distribution: Small sample test – Chi-Square Test, F-test, students' t-test. Correlation and regression – Scatter Diagram – Coefficient of correlation – Rank Correlation – Regression – Lines of Regression

Text Books:

1. Levin.R.I. and Rubin , D.S (2005) , statistics for management (7th edn) ,India Prentice Hall
2. Gupta S.P (2004) statistical Methods , (33rd edn),sultan chand :India

Reference Books

1. Srivastava .T.N and Rego .S (2008) , statistics for management (1st edn) India Tata McGraw Hill
2. Anderson.D.R, Sweeney D.J and Williams .T.A (2008) , statistics for Business and Economics (4th edition), India Cengage Learning.
3. R.S. Bharadwaj (2006), Business Statistics (1st Edn.) Excel Books.

11MS302 DATA ANALYSIS FOR BUSINESS RESEARCH**Credits 0:0:2****Course Objectives**

The objective of this course is to make the students understand

- Inferential statistics, Testing of hypothesis through techniques such as correlation regression
- Non Parametric tests, Multivariate techniques and Path Analysis
- Emphasize the art of model formulation and analysis using SPSS.

Learning Outcome:

At the end of the course the students will be able to

- Perform hypothesis testing for data collected through SPSS.
- Create models and test their veracity using multivariate techniques.

Unit I

Introduction - Introduction to inferential statistics – estimation – hypothesis testing –prediction - variation – measurement –levels of measurement –reliability of measurement – validity.

Unit II

Instrument Development and Purification - Instruments – scale development process – content validity ratio – Exploratory Factor Analysis (EFA) – Confirmatory Factor Analysis (CFA).

Unit III

Testing of Hypothesis - One sample and two sample tests - testing of means - testing of proportions – large and small samples – dependent samples - Chi-square: Test of Independence, Goodness of Fit. Analysis of Variance - Correlation and regression.

Unit IV

Non Parametric Tests - Major Nonparametric Techniques – Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogrov – Smirnov Test, Chi-Square Analysis, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Kruskal – Wallis Test; Terpstra–Jonckhere Test, Friedman Two-way ANOVA, Cochran’s Q Test, Pages Test.

Unit V

Multivariate Techniques and Path Analysis - Multivariate Techniques – Multiple Regression – Logistic Regression – Discriminant Analysis – MANOVA – Path Analysis – Structural Equation Modelling (SEM) through AMOS .

Based on the above syllabus, the following experiments are to be conducted using EXCEL and SPSS:

1. Testing the Mean Difference
2. Testing the Association / Relationship
3. Testing the Interdependencies
4. Testing the Models (Model generation, modification and confirmation)
5. Testing the Estimates
6. Testing the classification
7. Testing the path models
8. Testing the structural models

Text Books

1. Naresh.K.Malhotra (2009), Marketing Research: An Applied Orientation, (6th edn.), Pearson Education: India
2. Lab Manual prepared by the Course Instructor

Reference Books

1. Hair, J. F. Jr., Anderson, R.E., Totham, R.L. and Black W.C. (2010). Multivariate Data Analysis. (7th edn.), Prentice-Hall International Ltd., London.
2. Anderson, D.R., Sweeney, D.J., and Williams, T.A. (2008). Statistics for Business and Economics. (9th edn.), Cengage Learning: India
3. Clement Sudhahar .J. (2010). Data Analysis for Business Research: A Non Parametric Skin Building Approach, (1e), PP Ltd., India.

11MS303 CORPORATE SOCIAL RESPONSIBILITY

Credits 3:0:0

Course Objective:

To provide students with an in-depth knowledge of developments in the broad field of CSR (corporate social responsibility). Developments, not only in terms of corporate activities and trends, but also in terms of the thinking about business and its role in society that the concept of CSR involves.

Learning Outcomes:

At the end of the course, the students get the practical and strategic dimensions of CSR. It also engages students in discussions of the ethical and political aspects and ramifications of CSR

Unit I - Introduction and overview: business, ethics, social responsibilities – the Meaning, concept and definition-techniques and tools of CSR: Strategy, communication, organization -global challenges and trends-social, environmental, economic

Unit II - Business ethics: the standard story-Introducing critical business ethics- From business ethics to CSR -need for CSR-stake holders-CSR and corporate behaviour-organizations as open systems-

Unit III - Business responses: corporate social responsibility-corporate sustainability-business ethics-globalization and CSR-challenges and opportunities of corporate

Unit IV - Stakeholder management-climate change- NGOs and the new social movements-institutions-politics-ethics- responsibility for others-poverty and unemployment-diseases and ignorance

Unit V - Creating Change & Future Trend- Industry sector initiatives- Organizational systems & change- Personal values & change

Text Book:

1. A.B. Carrol, Ed. Managing CSR, Boston, MA: Brown and company, 1977
2. Jatana, David Crowther (2007) Corporate Social Responsibility Deep & Deep Publication Pvt. Ltd.

Reference Book:

1. A.C.Fernando, Business Ethics, an Indian Perspective, Pearson Education, New Delhi, 2009
2. Renu Jatana (2010) Corporate Social Responsibility, Deep & Deep Publication.
3. Goler Aras, David Crowther (2010), A hand book of Corporate Governance and Social Responsibility, Gower Publications.

11MS304 FUNDAMENTALS OF LOGISTICS

Credits 3:0:0

Course Objectives:

- The aim of this Lesson is to introduce to Logistics role in Economy / organizations in terms of effective logistics service to the customers.
- To offer wide knowledge on the fundamentals of logistics business
- The student is expected to understand the overall logistics services and during this process, he learns to plan / implement / control / cost effectiveness and storage. Thus fulfilling the objectives of Logistics

Learning Outcomes:

- To explore the fundamental knowledge in logistics operation.
- Learners will know the impact of logistics in nation's economy
- To explore the learners with more employment opportunities

Unit I

Logistics Role in the Economy/Organization - Definition of Logistics-Objectives of Logistics-Functions of Logistics. Logistics and Customer Service - Definition of Customer Service-Elements of Customer Service-Phases in Customer Service-Customer Retention

Unit II

Procurement and Outsourcing - Definition of Procurement/Outsourcing-Benefits of Logistics Outsourcing-Critical Issues in Logistics Outsourcing. Inventory Role and Importance of Inventory - Introduction-Role of Inventory-Importance of Inventory-Functions of Inventory-Costs for holding Inventory-Reasons for Carrying Inventories-Inventory Levels-Need for Inventory Control. Inventory Management - Characteristics of Inventory-Need for Inventory and its Control-Importance of Inventory Management in Supply Chain-Types of Inventory-Types of Selective Inventory Control Techniques-Inventory Planning Models-Improvement Inventory Management

Unit III

Materials Management - Objectives of materials management-Materials Planning-Purchasing- Basic Materials of Material Handling-Types of Material Handling Equipments-LASH Transportation - Participants in Transportation Decisions-Modes of Transportation-Factors Influencing Transport Economics-Documents in Transport Decision Making. Warehousing/Distribution - Functions of Warehouse-Benefits of Warehouse-Service-Warehousing Alternatives-Warehouse Site Selection-Factors while initiating Warehouse Operations-Warehouse Management Systems

Unit IV

Packing and Materials Handling - Functions of Packaging-Communication-Packaging Cost-Types of Packaging Material-Unitization-Containerization-Designing a Package-Factors affecting choice of Packaging Materials

Unit V

Global Logistics - Global Supply Chain-Organizing for Global Logistics-Strategic Issues in Global Logistics-Forces driving Globalization-Modes of Transportation in Global Logistics-Barriers to Global Logistics-Markets and Competition. Logistics Strategy - Requirements for an Effective Logistics Strategy - Strategic Logistics Planning -Implementation of Strategy.

Logistics Information Systems - Functions of Logistics Information System (LIS)-LIS Flow-RFID-Principles of Logistics Information Organization for Effective Logistics Performance - Centralized and Decentralized Structures-Stages of Functional Aggregation in Organization. Financial Issues in Logistics Performance - Supply Chain Performance Measures-Steps in ABC Costing-Financial Gap Analysis. Integrated Logistics - Need for Integration-Activity Centers in Integrated Logistics. Role of 3PL&4PL - Principles of LIS

Text Books:

1. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998.
2. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.

Reference Books:

1. Logistics Management For International Business: Text And Cases, Sudalaimuthu & S. Anthony Raj, PHI Learning, First Edition, 2009.
2. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.
3. Logistics Management, Ismail Reji, Excel Book, First Edition, 2008.

11MS305 INTRODUCTION TO SHIPPING

Credits 3:0:0

Course Objectives:

- This course is designed as an introduction to the world of shipping
- Students will learn will learn:
(a) Dealing with ships themselves (b) Shipping markets (c) Will explore the geography of maritime and commercial world (d) Legal aspects of shipping business (e) Commerce concerned with money (f) Basic accounting & corporate structures

Learning Outcomes:

- To get knowledge in Shipping Markets and its legal aspects.
- Learners of this course know about the basic shipping operations
- Learners will be benefitted with the various shipping accounting concepts which enables them to fetch global placements.

Unit I

The reasons for Sea Transport – Introduction – Why Ships – Different Shipping markets – Who Trades - Conclusion. The Supply of Ships – Brief History – Supply of Shipping – Why operate Ships – Protectionism – Ship Registration – Port State Control – Ship Classification

Unit II

The Ship – Tonnage & Load lines – Types of Ships The Dry Cargo Chartering market – Introduction – Chartering – Chartering Negotiations

Unit III

Academic Information

Liners – Introduction – The Development of Tankers & the Tanker Market – Types of tankers – Tanker Charter Parties - Negotiating Charter. Brief History of Liners – Containerization – Conferences & Freight Tariffs – Liner Documentation - Bill of Lading Terms & Conditions

Unit IV

The Practitioners in Shipping Business – The Institute of Chartered Ship Brokers – Ship Sale & Purchase – Ship Management. Maritime Geography – Introduction – Ocean & Seas – Ports – Geography of trade

Unit V

Accounts – Introduction – Accounting – Capital – Credit- management accounting – Cash Flow- Costs – Different types of Companies- Exchange Rates- Company accounts Law of Carriage – Introduction – Fundamentals of English Law – Arbitration – The Contract – Remedies for breach of Contract – TORT- Contracts Relating to the carriage of goods by sea – Liner Bill of Lading – the Hague Visby Rules – Hamburg rules – Agency- Breach of Warranty of Authority – Protection & Indemnity Associations

Text Books:

1. Introduction to Shipping, Institute Of Chartered Shipbrokers, Witherby Seamanship International Ltd, 2nd Revised edition, 2009.
2. Shipping Biography Introduction: Jacob Kamm, Sean Connaughton, Gustaf Erikson, Robert Moran, Sir George Renwick, 1st Baronet, Llc Book, 1994.

Reference Book:

1. Lambert M Surhone, Miriam T. Timpledon, Susan F. Marseken (2010) Vdm Verlag Dr.Mueller Ag & Co Ka.

11MS306 CUSTOMS PROCEDURES

Credits 3:0:0

Course Objectives:

- In the course of Foreign Trade or the role being played by Customs is vital under specialised & mandatory circumstances & within the legal framework to facilitate easy clearance of goods by following appropriate procedures and methods as per their recognized customs procedures.
- The course gives an excellent opportunity to the student, to learn the subject namely customs laws objectively. Import / Export is totally under the roles of law and in the learning process students come to learn what, when, where, why, who and how to comply with EXIM trade and laws as followed by Indian Customs Act.

Learning Outcomes:

- To gain an in-depth knowledge about various customs procedures pertaining to imports and exports.
- To understand the various legal proceedings in the Customs Process along with the Port Formalities

Unit I

Preliminary-Definitions - Officers of Customs-Classes-Appointments-Powers of Officers-Entrustments of Functions of Board

Unit II

Academic Information

Appointment of Customs Ports, Airports, Warehousing Stations-Power to declare places to be Warehousing Stations. Prohibitions on Importation and Exportation of Goods-Power to Prohibit - Power of Central Government to notify goods-Precautions to be taken by persons acquiring notified Goods. Prevention or Detection of Illegal Export of Goods-Power of Central Government to specify goods-Persons possessing specified goods to maintain Accounts-Steps to be taken by persons transferring any Specified goods - Power to exempt

Unit III

Levy of an Exemption From, Customs Duties-Dutiable goods-Duty on Pilfered goods-Assessment of Duty-Interest on delayed Funds-Claim for Refund of Duty-Provisional Attachment to protect revenue in certain cases. Indicating Amount of Duty in Price of Goods, For purpose of Refund-Price of goods to indicate amount of duty paid thereon. Advance Rulings-Authority for Advance Rulings-Application for Advance Ruling-Powers of Authority-Procedure of Authority. Provisions relating to Conveyances Carrying Imported or Exported Goods-Arrival of Vessels and Aircraft in India-Power to board Conveyances-Delivery of export manifest or export report-No Conveyance to leave without written order.

Unit IV

Clearance of Imported goods and Exported Goods-Chapter not to apply to baggage and Postal articles-Clearance of goods for home consumption-Clearance of goods for exportation. Goods in Transit-Transit and Transshipment of certain goods without payment-Liability of duty on goods transited or transshipped.

Foreign trade policy 2004-09: Regulation and development of foreign trade; foreign trade (Development and Regulation) Act; export promotion; EOUs, EPZs and SEZs; international trade financing ;payment terms ;institutional finance for exports ; EXIM Bank; export credit risk insurance.

Unit V

Warehousing-Appointing of Public Warehouses-Licensing of Private Warehouses-Clearance of Warehoused goods for home consumption and Exportation-Cancellation and return of Warehousing bond. Drawback-Interest on drawback-Prohibition and regulation of drawback.

Text Books:

- 1 Guide to Customs Procedures 2009:10,Gururaj Bn, Centax Publications Pvt Ltd
- 2 Customs Law Practice and Procedures,V. S. Datey, Taxmann Allied Services Pvt. Ltd., 7th Edition 2010.

Reference Book:

1. India Customs, Trade Regulations and Procedures Handbook India Customs, Trade Regulations and Procedures Handbook, IBP USA, International Business Publications, USA, Fourth Edition, 2009.

11MS307 SHIPPING BUSINESS

Credits 3:0:0

Course Objectives:

- To understand the words of economists as “derived demand”
- Learns to understand different types of chartering markets, Ship operations and various terminologies used.

- The students will understand in providing services to the ships & cargo in terms of various chartering techniques adapted.
- Learners will be able to distinguish between different sizes of vessels. The various terms that are used while communicating. Including financial terms.

Learning Outcomes:

- To get knowledge in Shipping Business.
- To know the different types of ship leasing markets
- To get specialized in classifying cargo and its chartering techniques
- To get exposed to many International Shipping Organisations

Unit I

The business entity – Sole Trader, Partnerships, Limited liability companies, Horizontal and Vertical integration, Company organization and management, Management accounts, Statutory Accounts, Quality Management.

The Practitioners in Shipping Business – The Merchant, The Chartering Markets, The Charter Party, The Anatomy of Charter Parties, Time Charters, The Market at Work, The Tanker Market, Chemicals and Other Products, Tanker Charter Parties, The Practitioners.

Unit II

The Practitioners (Contd...) – Ship Sale & Purchase, Scrapping- Mothballing, New buildings, Second hand tonnage, Financing the purchase, Valuations, Ship Managers, Crewing, Total Management, Technical, Operations, Administration, The contract.

Port Agents, The Agents fee, European Community, The Agents Duties, Liner Agency, Dealing with the Ship, Dealing with outward Cargo, Dealing with Inward Cargo

Unit III

Business Ethics – What are ethics?, Ethics in Shipping business, Maritime Fraud, Insurance Fraud, Documentary Fraud, Other areas of Fraud, Other Criminal Activities, Detecting and Avoiding Fraud.

The Geography of Trade – Sea Borne Trade, Oil, Coal, Ores, Grains, Other dry Bulk Cargoes, Unitised Cargo, Ports, LOA, Beam, Draft, Air Draft, SWAD, FWAD, BWAD, Bar Draft, ST Lawrence Seaway, Panama Canal, Suez Canal, Political Restrictions, Trade Union Disputes, Natural Phenomena Tides, Weather and Navigation, Ocean currents, Ice, Weather Routine, Oceans, Navigational and Seasonal Zones.

Unit IV

International Trade and Finance : International Terms Of Sale – The Basic Contract, Goods, Property, Risk, International Contracts of Sale - INCOTERMS, FAS, FOB, Variants on FOB Contract, CIF, CFR, DES, DEQ, EXW, FCA, CPT, CIP, DAF, DDV, DDP, Remedies for Breach of Contract, Remedies of the Seller, Stoppage in Transits, Lien, Remedies of the Buyer, Specific Performance, Law & Jurisdiction, Postscript.

Finance in International Trade – Methods of Payment, Cash with Order, Open Account, Bill of Exchange, Documentary Letter of Credit, Documents Confirming Houses, Foreign Exchange Fluctuations, Spot Rate, Forward Exchange Contracts, Foreign Currency options, Transaction cost in International Trade, Insurance, Insurable Interest, Trade Terms in Export Sales, Warranties, Types of policies for Cargo, Effecting Insurance, The Assessing of a Risk, Conditions of Insurance, Institute Cargo Clauses, Institute War Clauses, Premiums, Claims Procedures, The Principal of Average.

Unit V

International Shipping Organizations – Ship owners’ Organization, Intercargo, INTERTANKO, BIMCO, Brokers & Agents Organizations, The Institute of Chartered Ship Brokers, The Baltic Exchange, Ethics, FONASBA, FIATA, United Nations Organizations, IMO, UNCTAD, ICC, IMB, INSA, SCI AND WISA. The Corporations of Lloyds, Lloyds Agents, Classification Societies, Lloyds Register of Shipping, IACS, ITF. **Communication in business** – Basic Principles of Business Communication, Modes of Communication, Public Speaking and Broadcasting, The Telephone, Punctuation, Grammar & Syntax, Letters, Writing for the Media, Memoranda, Visual Communication, Graphs, Charts, Communication by computer, Electronic Mail, Electronic Data Interchange, Data Storage and Retrieval, The Internet & e-commerce

Text Book:

1. Shipping Business and Maritime Economy, James Mcconville, Mansell

Reference Books:

1. The Business of Shipping, Buckley James Jr., Schiffer Publishing, Eighth Edition, 2008.
2. Master's Handbook on Ship's Business, Tuuli Messer, Schiffer Publishing, Third Edition, 2001.

11MS308 WAREHOUSING AND INVENTORY MANAGEMENT

Credits 3:0:0

Course Objectives:

- to understand various storage options available and procedures of managing the inventory in a systematic and orderly manner
- To understand the different warehouses and operations involved and thus bridging the time gap between production and consumption of goods.

Learning Outcomes:

- To get knowledge in warehousing and inventory management
- To know the importance of warehousing and inventory in cost controlling
- To know the IT impact in warehousing and inventory industries

Unit I

Introduction to Warehouse Concepts Decisions and Operations: Introduction-Definition of Warehouse-Need for Warehousing-Selection of Warehouse-Sequence of Warehousing Decisions-Types of Warehouses-Factors determining location of warehouse-Characteristics of Ideal Warehouse-

Unit II

Factors affecting number of warehouses-Functions of Warehouse-Warehouse Operations.

Unit III

Centralized and Decentralized-Storage Systems-Palletized Storage Systems

Unit IV

Introduction to Inventory Management: Role in Supply Chain-Role in Competitive Strategy-Role of Inventory Control-Functions of Inventory-Types of Inventory-Inventory Cost-Need to hold Inventory-Mechanics of Inventory Control-Selective Inventory Control-Economic Order Quantity-Just In Time System-Warehouse Management System

Unit V

Need of Warehouse Management System-Master Production Scheduling-Material Requirement Planning-Distribution Requirement Planning-Comparison between independent and Dependant Demand Systems-Inventory Records-ABC Inventory Control-Fundamentals of various types of material handling Equipment-Types of Conveyors-Bar Code-Benefits of Bar Coding-Tracking-Inventory Management-Validation-RFID-Principle of RFID-Benefits of RFID-Antenna-Potential Benefits of RFID.

Text Book:

1. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.

Reference Books:

1. Warehouse Management and Inventory Control, J P Saxena, Vikas Publication House Pvt Ltd, First Edition, 2003.
2. Warehouse Management: Automation And Organisation Of Warehouse and Order Picking Systems [With CDROM], Michael Ten Hompel, Thorsten Schmidt, Springer-verlag, First Edition, 2006.

11MS309 LEGAL PRINCIPLES IN SHIPPING BUSINESS

Credits 3:0:0

Course Objectives:

- The aim of this lesson is to introduce the student to the main principles of law and give a clear insight into the basic terminology liabilities & remedies
- The student will learn introduction to (a) Different jurisdictions (b) Different legal structures and principles (c) English law and (d) Shipping law based on international connections

Learning Outcomes:

- To get knowledge in legal principles in shipping business.
- To get an insight into the legal aspects of international shipping industry
- To have a prime idea about chartering of vessel to gain effective cost benefits.

Unit I

Basic Principles of English Law-Types of Law-Sources of Law-Maritime Conventions Act 1911-Arbitration. Basic Principles of Contract Law-Formation of Contract-Promissory Estoppel - Privity of Contract-Exclusion Clauses-Remedies for Breach of Contract-Remoteness of Damage.

Unit II

Basic Principles of Tort-Duty of Care-Breach of Duty of Care-Policy Considerations-Misrepresentation-Remedies in Tort-Vicarious Liability-Defamation-Libel-Slander. Main Principles of Law relating to Agency-Agency Relationship-Ratification-Rights and Duties imposed between Agent and Principal-Termination of Agency Relationship-Shipbrokers and their Commission

Unit III

Law Relating to Carriage of Goods by Sea-Private and Common Carriers-Non Vessel Operating Carriers-Transit-Contracts of Affreightment. Charter parties-Voyage-Time-Charter-Implied Terms in Charter parties-Standard Charter party Forms

Unit IV

Academic Information

Unit V

Carriage of Goods by Sea Acts-Applications of Hague-Visby Rules-Hamburg Rules. Carriage of Goods by Sea Act - Assignment of Contract of Carriage.

Text Book:

1. The Business of Shipping, Buckley James Jr., Schiffer Publishing, 8th Edition, 2008.

Reference Book:

1. Master's Handbook on Ship's Business, Tuuli Messer, Schiffer Publishing, 3rd Edition, 2001.

11MS310 LINER TRADE

Credits 3:0:0

Course Objectives:

- This course is intended to offer a good understanding of nature of worldwide line shipping trade including its structure & organization specially related to the container trade.
- To understand the methods of operations, technology and terminology used. Changes in the liner shipping in the last quarter of the 20th century – containerization and development of liner trade routes

Learning Outcomes:

- To have a good exposure about the liner trade concepts in International Shipping industry
- To strengthen the learners knowledge in unitization concept and INCOTERMS used in international business.
- To have a better understanding about the various documentation procedures in liner trade

Unit I

Definitions of liner trades. - History of liners, liner trades and tramp trades, containerization, Liner trades _ Their Evolution and development, The Dev. Of Unitization and containerization , concepts of liner trades, liner operations, port organization – Vessel loading and discharging , liner trade routes, The major ports, liner service options.

Liner trade – ship types - Tonnages, pseudo tonnages, cargo measurements & capacities basic ship layout, container ships, types of container ships, Ro-Ro barge carrying vessels, The refrigerated cargo ship conventional (Break bulk) vessels future vessel developments, economy of scale, shipboard handling equipment, Ro-Ro Access equipment.

Unit II

Cargoes & cargo equipment – Liner cargo (general cargo) - Dangerous goods IMO special goods , cargo handlings other methods of lifting cargo port handling equipment , port terminals, cargo storage, storage factors port management and organization, terminal management , The role of ships officers, The ships agent.

Liner Shipping operations - Management and policy, ship management and operations services crewing department, marine and engineering superintended, storing, operations , independent ship management, insurance, trade of commercial department, accounting, budgeting, freight collection and port disbursements agency duties conflict of Interest, the agent in the port , the marketing and sales

function liner operation liner documentation general agency accounting principal's duties remuneration duration.

Unit III

Containerization unitization and intermodalism - Growth in world trade unitization, intermodalism world container other growth container dimensions, types of container other container expressions container inventory, owning, leasing meeting the demand for containers tracking the container fleet, container control, FCLS LCLS & ICDS , legal & insurance implications in the container trade.

Conferences consortia, Alliances & Independent - The conference system, monopoly investigations development to the conference system, conference and competition law, FMC, TACA, mergers, takeovers and container consortia, alliance around the world.

Unit IV

The Bill of Lading and other Documentation. The Bill of Lading UK bill of lading Act 1855 and UK carriage of goods by sea Act 1992, The use of Bill of Lading in liner trades, Bill of Lading documentary credits, Bill of Lading clauses The printed clauses – The evidence of the contract, other forms of Bill of Lading other liner documents, Intl conventions relating to Bill of Lading, paperless trading

The Exchange of goods transfer - Transfer of funds from country to country, methods of payments in International trade who are the merchants, International contracts of sale INCO terms

Unit V

Legal aspects of the liner trades. The carrier insurance the carrier's liability for the cargo the liabilities of the agent, legal aspects of the Bill of Lading, cargo claims general average (GA), security, ISPS code.

Text Books:

1. Ship Operation Research and Development; A Program for Industry, J. Haskell, General Books Publisher, 2009.

Reference Books:

1. Ship Operation Management, Fujita, N.H. Publisher, 1974.
2. Ship Operation Management, Bertrams Publication, 2010.
3. Handbook of Ship Calculations, Construction and Operation, Charles H. Hughes, Wexford College Press, 2008.
4. Ocean Shipping - Elements of Practical Steamship Operation, Robert Edwards Annin, Thompson Press, 2010.

11MS311 DRY CARGO CHARTERING

Credits 3:0:0

Course Objectives:

- It explains in detail the commodities involved, charterers, ship owners, operators & brokers as well as freight market
- Learners will be able to distinguish various sizes of the vessels, Charter parties, bill of lading, LC. Offers and counter offers.

Learning Outcomes:

- To expose the learners with the changing momentum in the dry cargo chartering market

- To enrich the students with the various financial elements of charter party and voyage estimating

Unit I

Dry Cargo Ships- Types of Ships - Safe Working Load - Self Trimming – Tweendeckers - Cargo Stowage - Cargo Gear - Air Draft – LASH. Dry Cargo Ship Tonnages, Load lines, Dimensions and Cargoes - Tonnage-Displacement Tonnage-Deadweight-DWAT-DWCC-Plimsoll Lines-Grain Capacity-Bale Capacity-Types of Cargoes

Unit II

Freight Markets and Market Practice - Baltic Exchange-Charterer-Ship Owners-Flag of Convenience-Agency Agreement-Operators-Ship Brokers-Trading-Letter of Credit-Market Reporting-Methods of Ship Employment-Firm Offer

Chartering Contracts - List of Voyage charter party Clauses-Elements of Voyage Charter party-List of Time charter party Clauses-Bareboat Charter

Unit III

Financial Elements of Charter parties - Financial Elements of Charter parties-Dead freight-Bill of Lading-Bunkers Lay time - Calculation of Laytime-List of Very Important Decisions

Unit IV

Voyage Estimating - Itinerary-Cargo Quantity-Expenses-Income-Result-Demurrage Trades-Despatch Trades-Port Charges. Bill of Lading and Cargo Claims - Functions of B/L-Elements of B/L-Types of B/L-B/L at Loading port-B/L at Discharging Port-Waybills-Insurance-Cargo Damage-Hague Rules-Hague Visby Rules-Carriage of Goods by Sea-Seaworthiness-Himalaya Clause

Unit V

World Trades. Ships for Cargoes - Handy size - Trading Restrictions - Port Restrictions - Time-Salinity. Disputes and Professional Indemnity . P&I Clubs-English Maritime Arbitration

Text Book:

1. Chartering a Boat, Christopher Caswell, Sheridan House Publisher, First Edition, 2001.

Reference Books:

1. Bareboat Charter Registration, Ademuni-odeke, Ademuni-odeke, Kluwer Law International Publisher, First Edition, 1998.
2. Ocean Shipping - Elements of Practical Steamship Operation, Robert Edwards Annin, Thompson Press, 200.

11MS312 PORT AGENCY

Credits 3:0:0

Course Objectives:

- This course prepares as a port agent to look after all the needs of the ship and her personnel while she is arriving at, staying in and departing from the port.
- Learners will be able to understand ships – classification –registration safety certificates and surveys – charter parties – time counting – cargo documents – geography of trade – law and relationship with principles.

Learning outcomes:

- To know the various procedures involved in the Port operations
- To gain a practical knowledge about the port formalities

Unit I

Introduction-Ship-Ship Sizes-Bulk Carrier - Tweendeckers-Tankers-Chemical & Parcel Tankers-Gas Carriers-Specialized Dry Cargo Ships. Registration & Classification. Flags of Convenience-Offshore Flags-Port State Control-Classification

Unit II

Safety Certificates and Surveys. Safety Certificates-Load line Certificates-Cargo Gear Certificate-Maritime Declaration of Health Certificate-Surveys and Inspections. Charter parties. Time Charter-Delivery-Owner's Agent-Agent's Influence Upon Charter-Port Agent's Role in Charter party negotiations/Implementation

Unit III

Time Counting. Importance of Time-Notice of Readiness-Demurrage and Despatch-Statements of Facts & Timesheets-Stoppages. Operations. Arrangement and Supplying of Services Upon Behalf of Principal-Cargo-Ship-Crew Repatriation-Desertion-Mail

Unit IV

Cargo Documentation. Introduction-Letter of Indemnity-Collecting Freight-Discharging Port Agent and Bill of Lading-Functions of Bill of Lading-Mate's Receipt-Manifest. Geography of Trade Introduction-Political Factors – Labour – Port - Places of Source-Economic Factors-Environmental Issues

Unit V

Port Agents and Law. Introduction-Practical Duties and Obligations-Noting Protest - P&I Associations-General Average - Sensible Precautions taken by Prudent Port Agent. Relationships with Principals. Introduction-Disbursement Accounting-Division of Costs-Final Disbursement Invoice-Operational Accounting-Office Organization

Text Book:

1. Port Management and Operations, Patrick M. Alderton, Lloyd's List Publisher, Third Edition, 2008.

Reference Books:

1. Major Port Trusts Act, 1963, Professional Book Publishers
2. Port Security Management, Kenneth Christopher, Auerbach Publications, First Edition, 2009.
3. Elements of Port Operation and Management, Branch, A. E., Chapman & Hall, First Edition, 1986.

11MS313 TRANSPORTATION AND DISTRIBUTION MANAGEMENT

Credits 3:0:0

Course Objectives:

- The main aim of this course is to understand role of distributors – designing various distribution channels – networking the role of transportation

- Will effectively be able to manage transportations – inventory warehousing – various distribution channels – costs and value measures.

Learning Outcomes:

- To get knowledge in transportation and distribution management.
- To have a in depth knowledge about the various transportation cost and technologies used in transportation and distribution management.

Unit I

Role of Distribution in Supply Chain - Designing Distribution Channels

Unit II

Distribution Networks - Factors Influencing Distribution Network Decisions - Network Design & Optimization Approach and Techniques

Unit III

Role of Transportation in Supply Chain - Factors influencing Transportation Decisions - Modes of Transportation - Transportation mode Selection Process. Transportation Principles and Participants - Transportation Participants Transportation Modes, Performance Characteristics and Selection

Unit IV

Transportation Performance, Costs and Value Measures - Factors driving Transportation Costs - Categories of Transportation Costs - Transportation Routing Decisions

Unit V

Transit Operation Software - Benefits of Transportation Software - Advanced Fleet Management System - Inter modal Freight Technology - Transportation Security Initiatives and Role of Technology

Text Books:

1. Management of Modern City Transportation System, M Mustafa K K Dewan, Deep & Deep Publications Pvt. Ltd., First Edition, 2004.

Reference Books:

1. Transportation Management - Imperatives and Best Practices, S. Jaya Krishna, ICFAI University Press, 2007.
2. Marine Transportation Management, Henry S. Marcus, Auburn House Pub. Co., 1986.
3. Management of Transportation, Bardi Edward J., Cengage Learning (Thompson), 6th Edition 2006 [International Edition],

**11MS314 MULTI MODAL TRANSPORT OPERATIONS,
STEVEDORING -FREIGHT FORWARDING**

Credits 3:0:0

Course Objectives:

- It covers Internal Distribution of goods through Multimodal Transportation
- Various methods and procedures used while loading and discharging cargoes
- Code of safe practices while handling lifting gears and cargoes.

- The student should be able to understand the role of Logistics through Multi Modal Transportation, Physical Multi Modal Operations, Air Transportation, Trade routes and cargoes, multi Modal Operators, sale and contact operators.

Learning Outcomes:

- To get knowledge in multi modal transport operations, stevedoring and freight forwarding.
- To have a better insight in the intermediary operations in logistics management
- To get exposed in various conventions related to marketing intermediaries international shipping industry

Unit I

International Distribution and Role of Logistics-Unitisation-Containerisation-Multimodalism-Airfreight-Evolution of Global Economy-Multimodal Trade Routes-Basic Intermodal Systems-Modal Interfaces. **Physical Multimodal Operations:** Sea transport Vessels and Equipments-Ship Sizes-Tonnages-Economy of Scale-Road Transport Vehicles and Equipments-Air Transport-Ports, Terminals and Depots-Full Container Loads-Less than Container Loads-Inland Container Depots.

Interrelationship of Transport mode, Trade Routes and Cargoes- General Cargo-Dangerous Goods-Special Goods-LCL & Break bulk Cargo-Multi-modal Trade Routes-Trade Growth-Factors affecting Mode and Route Choices-Hypermarkets-Supermarkets and Departmental Stores. Operators of Multimodal Transport and Logistics Services-Vessel Operators-Airlines-Road Transport-Outsourcing Logistics Management-In-house Logistics Management-Corporate Structures in Multi-modal Transport-Computer Applications in Multimodal Transport.

Unit II

Through Transport Pricing-Tariffs and Freight Rates-Modern Freight Tariffs and Pricing-Creating through Transport Prices. Inventory Management and the Supply Chain-Inventory-Just In Time-Integrated Supply Chain Inventory Management-Equipment Inventory-Determining Fleet Size-Owning versus Leasing-Meeting the Demand for Containers. Sale Contracts and Documentation-Sale Contract – INCOTERMS - Bill of Lading-Bill of Lading Clauses-Waybills-Liability and Insurance-Paperless Trading.

Unit III

Conventions relating to multimodal Transport-Cargo Liability Conventions-Customs Conventions. Statutory Regulations and Restrictions-National and International Restrictions on the movement of Goods.

Unit IV

Basic Concepts of Cargo Work: Bale Capacity-Grain Capacity-Stowage Factor-Broken Stowage-Load Density-Optional Cargo-Cargo Documents-Mate's Receipt-Bill of Lading. **Care of Cargoes:** Precautions before loading/When Carrying Cargo-Sweat and Ventilation-Dew Point-Dunnage-Separation- Pilfering-Contamination-Handling / Chafing / Crushing-Lashing-Ballasting or Deballasting-Damage-Stability Some Common Cargoes. Hazards-Precautions-Hold Preparation-Cotton-Rice-Dunnage-Spar Ceiling-Loading and Ventilation-Cement, More Cargoes, Sugar-Rubber-Salt-Pulp & Paper Rolls-Iron and Steel Cargoes.

Refrigerated and Deck Cargoes: Types of Refrigerated Cargoes-Refrigeration Systems-Cargo Operations-Deck Cargoes. **Lifting Gear:** Safe Working Load-Breaking Stress-Factor of Safety-Simple Derrick-Union Purchase System-Heavy lift Jumbo Derrick-Precautions when handling heavy lifts-Stuelcken Derricks-Cranes. Unit Loads and Containers. Forms of Unitization- Preslung Cargo-

Unit V

Code of Safe Practice for Solid Bulk Cargoes: Aim of Code-Solid Bulk Cargoes-Angle of Repose-Concentrates-Moisture Migration-Moisture Content-Flow Moisture Point-Transportable Moisture Limit-Hazards due to Bulk Cargoes-Structural Hazards and Precautions-Trimming Requirements-General Precautions when holding Bulk Cargoes-Safety Precautions-Properties of Concentrates-Hazards of Concentrates-Precautions when Carrying Concentrates IMDG Code. Aim-Application-Classification-Packing-Marking/Labelling/Placarding-Documents-Stowage Requirements-Explosives in Passenger Ships-Segregation-Types of Segregation-Precautions for Loading Dangerous Goods

Tanker Operations: Flammability-Methods of Gas Freeing Tanks-Tanker Operation Systems and their Associated Pipelines-Types of Cargo Pipeline Systems-Operational Procedures-Safety Procedures-Gas Detecting Instruments-Inert Gas System-Crude Oil Washing-Pollution-Cargo Calculations. Principle of Stowing Cargo-Safety of Ship and Crew-Safety of Cargo-Properties of Cargoes . Dock Labourers Act,1934. Inspectors-Powers of Inspectors-Obligations of Dock Workers-Lifting Machinery and Gear-Ropes and Wires-Handling of Cargo-Dangerous Substances & Environments-Machinery-Electrical Equipment-Ladders-Hatch Covers-Fire Protection.

Text Book:

1. Multimodal Transport Rules, Hugh M. Kindred, H. M. Kindred, M. R. Brooks, Kluwer Law International Publisher, 1st Edition, 1997.

Reference Books:

1. Multimodal Transportation of Goods Act, 1993 Along With Allied Rules, Professional Book Publishers.
2. Laws of Carriage of Goods by Sea and Multimodal Transport In India, Dr. K. V. Hariharan, Shroff Pub & Dist. Pvt. Ltd, First Edition, 2006
3. Containerisation, Multimodal Transport and Infrastructure Development in India, Dr. K. V. Hariharan, Shroff Pub & Dist. Pvt. Ltd, 2007.

11MS315 CORPORATE BANKING & INSURANCE MANAGEMENT

Credits 3:0:0

Course Objectives:

To impart required knowledge and understanding of students in Banking & Risk management including insurance, structure of Indian insurance and the regulations of insurance business, General insurance policies in vogue and insurance concepts

Learning Outcomes:

At the end of the course the students will be able to

- Understand the basics of the banking sector
- Understand the risk management concept particularly Insurance
- Obtain the knowledge on types/terms of insurance & regulatory authorities

Unit I

Academic Information

Introduction to Banking Sector- Banking Reforms - Modernization- Recent trends in technology based banking (Networking and E-Banking) – Over view on BASEL norms-Banking Ombudsman.

Unit II

Credit appraisal- Loan Syndication – Presales credit and Post sales credit- Non-fund based businesses or Fee based services of Banks – Letter of Credits , Bank Guarantees, Subsidiary services-Non Performing Assets-meaning, causes.

Unit III

Risk management: Concept of risk, Types of risk-Process, Categories- Risk management by individuals and corporations, Principles of insurance, Types of insurance (Life and non life insurance policies), Indian insurance sector reforms - Role of IRDA, TAC (Tariff advisory committee)

Unit-IV

General insurances in India: Fire insurance- Contract, Coverage-Types Need for Marine insurance – Types of Policies, Scope for Rural Insurance , Health insurance –Basics, Social need, Schemes(Government and State - ESI, Central Government health scheme)

Unit V

Insurance concepts: Underwritng, Bancassurance: Meaning, objectives, benefits - Claim management, CRM in Insurance, FDI in insurance, Reinsurance, Actuaries, Business process outsourcing (BPO) in insurance sector.

Text Books:

1. Gupta P.K, Insurance and Risk Management, Himalaya publishing house, Mumbai 2004
2. Vasant desai, Banks and Institutional Management, Himalayan publishing house, 2006.

Reference Book:

1. Harrington. Scot. E Gregory.R.Nichans, Risk management and insurance ,mc graw hill International ,1999
2. Insurance Institute of India Study materials
3. Timothy W Koch & Scott Macdonald S : Bank Management – Thomson South Western, 2007.
4. Khan M Y, Indian Financial System, 4th Ed. 2010., Tata McGraw Hill

11MS316 STRATEGIC COST MANAGEMENT

Credits: 3:0:0

Course Objectives:

To understand the importance of decision-making, performance measures both financial and non-financial and be a facilitator and apply tools for effective decision making process.

Learning Outcomes:

At the end of the course the students will be able

- To understand the importance of performance management
- Develop skills of decision making to have competitive advantage
- Able to comprehend, appraise and analyze Cost Management Systems

Unit I

Academic Information

Unit II

Techniques of strategic cost management: Value analysis and quality deployment - Activity Based Costing(ABC)-allocation of overheads under ABC-Life cycle costing- Target costing-Kaizen.

Unit III

Pricing strategies;-methods, pitfalls – Transfer pricing - Role of cost manager in product pricing-learning curves and their use of predicting product costs-application of learning index.

Unit IV: Enterprise Performance Measurement systems: Balanced score card as a strategic management tool– Segment Performance-Implications of Indian Industry in benchmarking.

Unit V

Management control system: Cost reporting, Variance reporting, Cost center, Responsibility center, Role of costing report in Excise fixation, Price determination and corporate strategy.

Text Book:

1. Ravi Kishore “Cost Management” 4th edition, 2008, Taxmann publications, New Delhi.
2. Wilson R.M.S. “Strategic Cost Management” Dartmouth Publishers, 1983

Reference Books

1. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition,New Delhi, 2009.
2. Robert Kaplan “Advanced Management Accounting” Prentice Hall Latest edition New Delhi, 2009.
3. Strategic Cost Management: The new tool for competitive advantage 2008, John Shank, Vijay Govindarajan, Free Press, 2008.

11MS317 CORPORATE TAXATION

Credits 3:0:0

Course Objectives:

This course will provide a conceptual understanding of :

- Basic Knowledge on Direct Tax & its impact on the corporate.
- Central Excise & Exemptions
- Customs Duty and Exemptions
- Service Tax and exemptions
- CST, Goods & Services Act

Learning Outcome:

After the completion of the course the students will be able to plan and manage tax for corporate.

Unit I

Direct Tax - Basic understanding of Corporate income Tax -Its contribution towards the government exchequer - Direct Tax Reforms-Direct Tax Code-Its impact on business – Corporate -Merits & Limitations

Unit II

Indirect Tax: Central Excise, CENVAT - Meaning-Revenue Contribution to government -Various Forms used-disadvantages to business development - Exemptions for SSI, Exports, Job Work, SEZ, FTZ, Duty Drawback.

Unit III

Customs Duty: Types-Anti dumping duty- Export promotion and customs duty role: Exemptions to Project Imports & Re-Imports-Export Promotion Schemes on Customs-EOU-Duty Drawback, SEZ.

Unit IV

Service Tax: Introduction-Nature-Registration procedure-Various Forms-Records to be maintained-Export & Import Services-Classification of taxable Services-Exemptions, Revenue share to the govt.

Unit V

Central Sales Tax: Introduction-Definition (Sale, Inter-State Sales, Stock Transfer, Branch Transfer); VAT: Features, Merits, limitations of state VAT Act-Filing of return under state VAT Act; Goods & Service Tax: Meaning, Objectives, Reforms in central Sales Tax, Its impact on business.

Text Books:

1. Dately V S, 'Indirect Taxes' 4th edition, Taxmann Allied Services Pvt., Ltd, New Delhi.
2. Vinod K Singania, 'Direct Taxes' Taxmann Allied Services Pvt., Ltd, New Delhi.

Reference Books:

1. Inter Study material of ICAI and ICWAI
2. Corporate Taxation in India, J.Panda (1991) Pointer Publishers
3. Essentials of Corporate Taxation (1994) Mark A. Segal, Research and Education Association.

11MS318 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits 3:0:0

Course Objectives:

After the end of this course, the students should be able to gain insight into:

- The types of financial markets and the players in stock market
- The mechanism of trading, listing, IPO, Book building and due diligence
- Various methods of Valuation of Securities
- Types of analysis like Fundamental and Technical analysis, Dow theory, to track the market movement
- Portfolio Planning and analysis to evaluate the performance of a portfolio.

Learning Outcome:

Skills acquired in this course include, asset allocation; choice of various types of investment vehicles (stocks, ETF's, bonds, real estate) in a portfolio; performance measurement; risk

management based on economic, industry and company analysis. Students get hands-on practice in selecting securities and managing a portfolio using investment simulation method. The course facilitates students desirous of making careers in Investment companies, Banking, Trading and stock broking firms, stock exchanges as they are familiarized on the back office of trading systems and on front-end office. Further enhancement of education can be done by taking up certifications offered by NCFM / NCCP.

Unit I

Securities & stock market - Definition, classification of markets, shares/ debentures –security market: review, structures, primary & secondary market, Players in stock market, Investment vs Speculation.

Unit II

Trading Mechanism in India - Mechanics in Trading in stock exchanges – BSE & NSE –Listing of securities, OTCEI – IPO – Book Building Process , SEBI guidelines on listing of new issue - due diligence investigation for IPO

Unit III

Valuation of Securities - Need, Types of valuation, Balance sheet, Book value, Liquidation value, Replacement value ; Equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, Risk Return analysis (problems)

Unit IV

Fundamental and Technical Analysis - Economic, Industry, Company, Intrinsic value, Technical analysis: Tools, charts, patterns, Dow Theory and Eliot wave theory.

Unit V

Portfolio Analysis - Portfolio planning, Implementation, principles, Guidelines for investment decisions, Measures for evaluation of performance of portfolio.

Text Books:

1. Fisher, D.E., & Jodan, R.J. (2003), Security Analysis and Portfolio Management, (6th Edn.), Prentice hall of India, New Delhi
2. Zvi Bodie, Marcus & Mohanty., (2005), Investments, (6th Edn.), Tata McGraw Hill , New Delhi

Reference Books

1. Singh, P. (2004), Investment Management , (9th Edn.), Himalaya Publishing House, New Delhi
2. Kevin S., (2001), Security Analysis and Portfolio Management, Prentice hall of India , New Delhi
3. P. Pandian (2010) Security Analysis and Portfolio Management, Vikas Publications Pvt. Ltd.

11MS319 FINANCIAL ANALYSIS AND REPORTING

Credits 3:0:0

Course Objectives:

To impart required knowledge and understanding of students in financial analysis and reporting including techniques of Financial statement analysis, Income and Balance sheet analysis

Learning Outcomes:

At the end of the course the students will be able to

- Understand the basics of Financial statements
- Understand the techniques in Financial statement analysis
- Obtain the knowledge on Financial distress, Scams and SEBI measures to contain scams

Unit I

Introduction - Financial statements- Analyzing the Balance Sheet using Excel- Work sheet – Formatting – Audit tool bar – Graphics Viewing Formula -Decision making relationship with FS &FSA-Sources of information for FA-Traditional and new approaches to FSA

Unit II

Techniques of FSA (Financial Statement Analysis) - Comparison- Intra firm, Inter firm, Inter period analysis, Regional performance analysis, Cross sectional analysis, Residual method, Beyond national boundry analysis-merits and limitations-Types of analysis- Comparative, common-size, trend analysis, Ratio analysis - merits and limitations

Unit III

Income Statement Analysis - Factors affecting reported income –Classification of income statement analysis-Barriers and measures to overcome objective income statement analysis-Revenue and expenses recognition-Techniques used by Management for earning manipulation.

Unit-IV

Balance Sheet Analysis - Asset Reporting - Accounting for Fixed Assets – Accounting for Liabilities – Off Balance sheet liabilities

Unit- V

Financial Distress And Scams - Need for corporate failure analysis-Stages, Symptoms in FD-Concepts on sickness, Distress, Failure and insolvency-Factors responsible for FD. Assessing Bankruptcy status as per Altman’s Model- Corporate(Accounting) scams Enron, World com, Satyam –Measures taken by SEBI, Companies act to prevent scams after US Soxy Act 2002.

Text Books:

1. Stephen H Penman, financial Statement analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi, 2007.
2. Gokul Sinha, Financial Statement analysis, Prentice Hall of India, New Delhi 2009.

References:

1. John J.wild K.R.Subramanyam and Robert F. Halsey, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi, 2004.
2. Krishna G. Palepu, Paul M. Healy and victor L. Bernard, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi, 2006.
3. Ruzbeh J. Bodhanwala, Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi 2009.

11MS320 OPTIONS, FUTURES AND DERIVATIVES

Credit 3:0:0

Course Objectives:

Academic Information

At the end of this course, the students should be able to understand:

- Derivatives & Option Markets
- Option valuation & prices
- Forward and Future markets
- Future and forward pricing determination
- Commodity futures and Swaps

Learning Outcomes:

The students shall be able to simulate and practice on the trading platforms applying the commodity and currency market strategies using options, futures and swaps. A clear understanding on the Black & Schole's option pricing model and Greeks, shall help the students to apply the technique to evaluate and compare options of different maturities and strikes.

Unit I

Derivatives Markets - Derivatives: Meaning, History & functions of derivatives market, participants in Derivative market, Legal framework of derivatives market in India with respect to Stock, Currency and Commodity derivatives

Futures market, Forwards and Futures contract, Similarities & Differences, Options, Types, American and European, In-the-money, At-the-money, Out-of-the money options, Listed Options, Futures and Options on Indices, Stock, Commodities, Energy, Foreign Exchange and Interest rate

Unit II

Determination of Futures price: Stock, Commodity and Currency: Cost of carry, Basis, Spot -Futures parity theorem, Spreads, Forward Vs futures pricing. Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango - Mechanics of trading in derivatives: Clearing house, SPAN Margin, Marking to Market, Cash Vs Actual delivery, Regulations.

Unit III

Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Black – Scholes formula, Call option valuation, Put option valuation, Hedge ratios, Binomial model.,

Unit IV

Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars. Option valuation: Introduction, Intrinsic and time values- Hedging using Strategies: Protective puts, protective calls, covered calls, spreads, combinations, delta hedging.

Unit V

Swaps: Swaps-Evolution, Types, Interest rate swap, Designing and valuation, Currency swaps: designing and valuation, Swap pricing, Credit risk and swap market, Swap variations. Interest rate futures: Hedging interest rate risk using interest rate futures

Text Books:

1. Fundamentals of Futures and Options Markets (7th Edition) by John Hull, Pearson Higher Education (2010)
2. Options, Futures, and Other Derivatives , (7th Edition), John C Hull, Pearson Higher Education (2010)

Reference Book:

Academic Information

1. NCFM – Derivatives Dealers Module book, National Stock Exchange of India Ltd, 2009
2. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009
3. Derivative and Risk Management (1st Edn.) Varma A., Tata Mgra Hill.

11MS321 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 3:0:0

Course Objective

The course aims at to provide a broad understanding about the concepts of microfinance and institutional roles of its promotion as functional agents. The syllabus is contextualized in the framework of sustainable development issues.

Outcome of the Course:

The Beneficiaries of the programme get conceptual framework on microfinance and understand the institutional role in promoting microfinance activities.

Unit I

Microfinance: Poverty Initiatives in India - Poverty Alleviation Programs -Shortcomings – Bangladesh Grameen Experiment, Savings Program - Microcredit Summit1997 and Policy Planning, Microcredit and Microfinance: Agenda for Policy Planning;

Unit II

Government Initiatives for Rural Development: Agricultural Credit – Banking Reforms and Rural Credit – National Bank for Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Schemes for Rural Development – Self Employment and Entrepreneurship Development.

Unit III

Self Help Group Approach: Concept- Objectives – Promotion, Group -Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, Books kept by a SHG - Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Objectives and Functions of Networking – Credit Rating and Bank Linkage.

Unit IV

Development of Microfinance Products: Types of Products – Savings, Objectives – Microinsurance, Regulation of Micro insurance; Insurer MFI Partnership Model – Securitization, Need for Securitization in India – ICICI Bank Lending Products.

Unit V

Sustainable Development Issues: Assessment of MFIs, Rating of Microfinance Institutions; Nonfinancial Parameters; Financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation, MICROS – Regulatory Framework-Recommendations – E-governance for Rural Masses

Text Books:

1. Karmakar KG, (Ed) (2008), National Bank for Agriculture and Rural Development (NABARD), Mumbai Microfinance In India, Sage Publications Pvt Ltd, New Delhi.

2. N Srinivasan (2009), Microfinance India, State of the Sector Report 2009, SAGE Publications Pvt. Ltd , New Delhi.

Reference Books:

1. Wilson, Kim., Harper, Malcolm & Griffith, Mathew (2010), Financial Promise for the Poor, How Groups Build Microsavings, Books for Development, Bangalore.
2. Shukla, Rajesh (2010), How India Earns, Spends & Saves Unmasking the Real India? National Council for Applied Economic Research, New Delhi.
3. B.P. Nanda, SK Das, J.Rath, "Micro Finance and Rural Development in India, New Century Publication, Dec. 2008.

11MS322 FINANCIAL MARKETS AND INSTITUTIONS

Credits 3:0:0

Course Objectives:

To impart required knowledge and understanding of students in financial markets and institutions including Financial inclusions on service sectors like banks and insurance companies.

Learning Outcomes:

At the end of the course the students will be able to

- Understand the basics of the financial markets and institutions
- Understand the concepts like development banking and NBFC's
- Obtain the knowledge on Financial market, Inclusion on commercial banks and Insurance sector

Unit I

Economic Growth And Financial Institutions: - Capital formation and economic growth, Process of capital formation-Saving, investment and finance -Problem of capital formation in India, Role of financial institutions ,Indian economy and financial development, Mission objective, Tasks of All India Finance Institutions (AIFI's).

Unit II

Development Financial Institution: - Role and functions of Industrial development bank of India(IDBI),Industrial finance corporation of India(IFC),Industrial credit and Investment corporation of India(ICICI) and Industrial Reconstruction bank of India(IRBI),RBI policy guidelines for financial institutions

Unit III

Non Banking Finance Companies: - Nature and significance-Types of NBFCs-NBFCs in India-Regulatory norms and directions for NBFCs-Financial performance of NBFCs (RBI and SEBI)-Challenges before Indian NBFCs

Unit IV

Financial Market: - Meaning-functions, Components-Categories of Indian financial markets (Money market, Capital market, Forex market)-International capital market(Bond market, Equity market)-Regulatory agencies role in Indian Financial markets

Unit V Financial Inclusion & Commercial Banks: - Introduction of inclusion–Financial inclusion (Main goals-Major aspects, Reasons, Consequences, Steps taken in India – benefits of financial inclusive growth in India)-Present structure of Indian banking system-Financial inclusion on commercial banks and Insurance sector.

Text Book

1. Financial Institutions and Markets, LM.Bhole, Tata McGraw Hill, 2009 Edition
2. Financial Markets and Institutions, Jeff Madura, Sept. 2009, 9th Edn. South Western Educational Publishers.

Reference Books

1. Financial Markets and Institutions ,Fedrick Mishkin,Stanley Eakins,Perasons publishers,6th Edition, 2006.
2. Financial Markets and Institutions, Peter Howells, Keith Bein, 5th Edition 2007
3. Financial Markets and Institutions, Babu G. Ramesh (2006) Concept Publishing Company.

11MS323 FINANCIAL SERVICES

Credits 3:0:0

Course Objectives:

This course aims to develop an insight on the various financial services of Indian Financial System. At the end of this course, the students should be able to understand

- The objectives, scope ,functions of financial intermediaries and types of financial instruments.
- The rules and regulations , importance and services offered by Merchant banks.
- Marketing of merchant banking services
- The process and functions of various credit rating agencies in India.
- SEBI guidelines on mutual funds operations.

Learning Outcome:

Skills acquired in this course include the application of their knowledge in Project appraisal, credit appraisal, pre and post Issue management activities, etc. A thorough understanding on corporate advisory services helps the students to develop their consultancy skills. Students desirous of making careers in corporate finance, Banking, Insurance, etc., enhance their skill set from this course curriculum. Further enhancement of education can be done by taking up courses such as CA/ ICWA/CFA etc.

Unit I

Innovative Financial services - Financial services offered by financial intermediaries –New financial products and services – Financial System in India

Financial Markets: Capital and Money market instruments – Challenges faced in financial service sector- Innovative Financial instruments – need and significance.

Unit II

Merchant Banking in India - Merchant Bankers in Market making process – guidelines ; intermediaries; services : Issue management, Portfolio management, Underwriting, Project appraisal, corporate advisory services, pricing, pre-issue and post-issue activities, book-building. Marketing of merchant banking services

Unit III

Mutual funds and factoring services - Regulations and operations – SEBI guidelines – classification of mutual fund schemes- Risks and Investor's rights ; Discounting – factoring and forfeiting – Cost and pricing.

Unit IV

Credit rating - Credit rating agencies national (CRISIL, ICRA, CARE, Duff Phelps) and International agencies (S&P, GMI, ISS, fitch investor services, Moody's investor services) their functions, process of credit rating.

Unit V

Venture Capital - Scope and Initiatives in India – guidelines – methods of venture financing ; Hire-purchase and Leasing: Types , provisions and structure of leasing industry. Securitization of Debt: Role of Merchant bankers , Future prospects of securitisation

Text Books:

1. Pathak B.V. (2003), 'Indian Financial System', (1st edn.), Tata McGraw Hill, New Delhi
2. Nalini Prava Tripathi (2005), Financial Services, (3rd edition), Prentice Hall India, Delhi.

Reference Books:

1. Avadhani, A. (1999), Marketing of Financial Services, (2nd edition), Himalaya Publishing House, Mumbai.
2. G.Ramesh Babu , Financial Services in India, (2005), Concept Publishing company, (1st edition), New Delhi.
3. S. Gurusamy, Financial Services, June 2009, 2nd Edn. Tata McGraw Hill.

11MS324 PENSION FUND AND WEALTH MANAGEMENT

Credits 3:0:0

Course Objectives:

- This course helps the students to have a better understanding on financial planning & Financial planning process
- This course would cover the knowledge requirements relating to retirement planning and employee benefits
- The course explores the most important components in wealth management – setting financial plans, investment planning and strategies.

Learning Outcomes:

At the end of this module, a student should be able to:

- Understand the economic, social, political, and technological environment and be able to determine how financial plans should accommodate those environments.
- Understand the importance of retirement planning for the pre-retirement accumulation period and the actual retirement when the funds are used.
- Determine legal and tax requirements for a retirement plan to be considered qualified for income tax purposes.
- To understand the key elements and operation of the wealth management industry

Unit I

Introduction to Financial Planning - Financial Planning Process - Establishing client- planner relationships; Gathering client data and determining goals and expectations; Analyse Client Objectives, Needs and Financial Situation; Developing appropriate strategies and presenting the financial plan; Implementing the financial plan; Monitoring the financial plan

Unit II

Introduction to Retirement Planning - Issues in retirement planning- Importance of retirement planning- Life expectancy and career stability-Pre-retirement counselling; Wealth creation-Wealth accumulation and erosion-Early retirement, living longer than expected, delaying retirement-Effect of inflation; Retirement Benefits :Types of plans; Defined benefit plans; Defined contribution plans;. Superannuation and other retirement plans; Group Life and Health Insurance

Unit III

Retirement Planning and Strategies : Retirement needs analysis; Retirement income streams; Post-retirement counselling; Pension sector reforms : Need for reforms; Reform proposals

Unit IV

Wealth Management – An Emerging Sector: Core Elements of Wealth Management Services- Advisory-Investment Processing (transaction oriented)- Custody, Safekeeping and Asset Servicing- End-to-end Investment Lifecycle Management; Key Function Areas: Financial Planning-Client Profiling-Investment Objective; Portfolio Strategy Definition/ Asset Allocation / Strategy Implementation: Defenition- Determination of Portfolio Constituents and Allocation of Assets-Strategy Implementation;

Unit V

Portfolio Management: Portfolio Administration- Performance Evaluation and Analytics; Strategy Review and Alignment: Recalibration of Portfolio Strategy- Rebalancing, Reallocation and Divestment of Assets; Key Challenge Areas: Highly Personalized and Customized Services- Personal relationship driving the business- Evolving Client Profile- Client Involvement Level- Passion Investment (Philanthropy and Social Responsibility)- Technical Architecture and Technology Investment- Intricate Knowledge of Cross-functional Domain

Text Books:

1. Personal Finance, Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, McGraw-Hill Higher Education, 2007.
2. Pension Planning, Everett T. Allen, Jerry S. Rosenbloom, McGraw-Hill Professional Publishing, 2002.
3. 2007 Wealth Management Best Practices: A practical guide by Vicki Morris, NorthStar and Sonaimuthu N, Infosys Technologies Ltd., 2007.

Reference Books:

1. Practicing Financial Planning for Professionals, Sid Mitra, Jeffrey Kirkman, George Seifert, Mitra Kirkman & Associates Publishers, 2007.
2. Planning for Retirement Needs, David A. A. Littell, Kenn Beam Tacchino, American College Publishing, 2006.
3. Beyond the Back Office – Technology’s role in Wealth Management by Bob Stewart, 2003.

11MS325 PRODUCT AND BRAND MANAGEMENT

Credits 3:0:0

Course Objectives:

To provide an overview of product development, launch and branding aspects in the current context on product and brand management.

Course Outcomes:

At the end of the course the students will be able to:

1. Outline strategies for product decisions
2. Understand various options available before a brand manager in strategic decisions.

Unit I

Introduction to Product - Product concepts – Product classification – Product levels - Product mix - New Product Planning - New product's success and failures - New product development process.

Unit II

New Product Generation Techniques - Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing.

Unit III

Product Management - Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories – What a Product Manager Need to Know – Profile of a Product Manager

Unit IV

Brand Concepts - Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate - Brand failure reasons

Unit V

Branding Strategies - Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty

Text Books

1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
2. Crawford and Benedetto (2004). New Product Management, 2e, Tata McGraw Hill, New Delhi

Reference Books

1. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
2. Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
3. Keller, K.L. (2003). Strategic Brand Management ,3e, PHI, New Delhi.

11MS326 INTEGRATED MARKETING COMMUNICATION

Credits 3:0:0

Course Objective:

Academic Information

To understand the basic tenets of advertising in India along with the basic management precepts that underscore major themes in sales promotion.

Learning Outcomes:

At the end of the course the students will be able to:

1. Outline strategies included and expose the key issues surrounding the key promotion tools.
2. Design and deliver advertising and sales promotion campaigns.

Unit I

Promotion Mix - Promotion Mix Tools, Steps in Communication process, Factors in deciding promotion mix. - Advertising, Personal selling, Sales promotion, Public relations, Direct marketing concepts and tools

Unit II

Advertising Management - Meaning, Objectives, Importance Classification of advertisement, Economic and Social Effects of Advertising, Organization of Advertising Department, Advertising Agency Management. Campaign Planning, Advertising Budget.

Unit III

Advertising Media Management - Types - Print, Radio, TV, Cinema Outdoor, internet and other forms - Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling.

Unit IV

Advertising Creativity - Advertising Copy writing for Print and Broadcast Media - Principles, Styles, Advertising Visualization and Design, Production of Print, Broadcast and other Advertisements, Evaluation of Advertising.

Unit V

Sales Promotion - Meaning and Objectives, Types, Tools, Planning, Implementation and Control, Evaluation of Sales Promotion effectiveness, Strategies - recent trends.

Text Books

1. Bovee and Thill, (2000). Advertising Excellence, 3e, McGraw Hill International.USA.
2. Cummin, J. (2004). Sales Promotion, 6e, PHI, New Delhi.

Reference Books

1. Choudhry, P. (2004). Successful Sales Promotion, 2e, Macmillan,India.
2. Mohan, M. (2002). Advertising - Text & Cases, 2e,Tata McGraw Hill, New Delhi.
3. Norris, J.S. (2000), Advertising, Prentice Hall India, New Delhi.

11MS327 SALES AND DISTRIBUTION MANAGEMENT

Credits 3:0:0

Course Objective:

To introduce and delve into the intricacies of the rare combination of sales and channel management among marketing subjects.

Learning Outcomes:

At the end of the course the students will be able to:

1. Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
2. Understand the nuances of sales force and channel management.

Unit I

Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship, Setting Objectives for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Dept. Relations, Distributive Network Relations.

Unit II

Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management.

Unit III

Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships

Unit IV

Channel Management - Channel Conflicts and their Management. Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing – Special topics in Industrial channel management.

Unit V

Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits.

Text Books

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.

Reference Books

1. Kotler, P (2006). Marketing Management, 13e, PHI, 2006
2. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.
3. Chunawalla S.A. 2009, Advertising, Sales and Promotion Management 3rd Edn. Himalaya Publishers, New Delhi.

11MS328 MARKETING RESEARCH METHODS

Credits 3:0:0

Course Objectives:

- To orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research

Learning Outcomes:

At the end of the course the students will be able to:

- Secure an overview about research for new product development
- Carry out research in pricing, distribution and promotion realms.

Unit I

Introduction to Marketing Research - Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design.

Unit II

Techniques of Market Research: Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analysing Panel data – Types of Panels – Omnibus surveys – Design issues in Omnibus surveys – Applications – Benefits and limitations of each of these techniques.

Unit III

Research for New Product Development: New product developments – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests - Test marketing, procedures and issues in conducting test marketing

Unit IV

Pricing and Distribution Research - Pricing new products – Impact of 'Ruling – Price' structure – Concepts and product tests incorporating price – Profit-oriented and share-oriented pricing – Price sensitivity measurement model. Distribution Research – Warehouse and retail location research – Number and location of sales representatives.

Unit V

Promotion Research - Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional impact – Trade promotion research – Advertising Research – Copy testing.

Text Books

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education, India
2. Nargundkar. R. (2008) Marketing Research: Text & Cases,3e, Tata McGraw Hill, New Delhi

Reference Books

1. Beri G.C. (2007). Marketing Research, 4e, Tata McGraw Hill. New Delhi
2. Tull D.S and Hawkins Del.I, (2000). Marketing Research : Measurement and Method. Prentice Hall of India, 4e,New Delhi
3. Aaker (2006). Marketing Research, 7e, Wiley India, New Delhi

11MS329 CONSUMER DECISION BEHAVIOUR

Credits 3:0:0

Course Objectives:

To orient the participants toward the consumer decision premise and the various models involved in purchase decision making of customers.

Learning Outcomes:

At the end of the course the students will be able to:

- Gain insight into the factors influencing consumer decision process.
- Become familiar with dynamics involved in determining the behaviour of consumer in respect of purchase decision.

Unit I

Consumer Behaviour - Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy.

Unit II

Consumer Decision Process (CDP) - Model – Stages – Factors influencing CDP - Pre-purchase - Process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search – Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator –Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies.

Unit III

Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing - Purchasing in the E – Commerce form - Post purchase process – Consumption Behaviors and consumption experience - Post Consumption evaluations

Unit IV

Influencing Factors - Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations

Unit V

Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Multiattribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture – Social Class

Text Books

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill
2. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.

Reference Books

1. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
2. Kardes, Frasnk R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.
3. Tyagi C.L. & Arunkumar (2010), Consumer Behaviour, Atlantic, New Delhi.

11MS330 ADVANCED MARKETING OF SERVICES

Credits 3:0:0

Course Objectives:

To orient towards the fundamental principles and concepts underlying services development and management of service delivery in conjunction with advances in this realm.

Learning Outcomes:

At the end of the course the students will be able to:

- Understand the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analyzing the performance and managing service delivery.

Unit I

Understanding Services - Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing – Differences between Goods and Services – 7 Ps of Services.

Unit II

Framework for Analysing Services - Classification schemes in Services Marketing – Lovelock's Classification of Services Systems in Services Marketing – Service Scope – Service Encounters – Relationship marketing framework.

Unit III

Services Development and Positioning - Service Design – New Service Development Stages – Service Blue Printing Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Pricing of services.

Unit IV

Advanced Service Performance Models - Service Quality – Service satisfaction – Service loyalty - Service performance -Parasuraman et al.'s SERVQUAL dimensions – Review of Scale Development for SERVQUAL, Service Satisfaction, Service loyalty – Service Quality Gap Analysis.

Unit V

Advances in Managing Service Delivery - Managing supply and demand - Employee's roles in Service Delivery – Customer's role in service delivery – Service Delivery through Intermediaries and Electronic Channels -Exercises in Indian Context.

Text Books

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
2. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, NewJersey.

Reference Books:

1. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi
2. Payal A. (2000). The Essence of Services marketing. New Delhi. Prentice Hall of India
3. Surathkumari M. (2009) Services Marketing, Anmol India

Additional Readings:

1. Articles on Services Marketing from Peer Reviewed journals to be provided by subject faculty at the beginning of the semester.

11MS331 CUSTOMER RELATIONSHIP MANAGEMENT

Credits 3:0:0

Course Objectives:

To impart orientation in respect of providing means for learning basic tenets and successful delivery of CRM program.

Learning Outcomes:

At the end of the course the students will be able to:

- Understand how information technology can be aligned with business practices
- Achieve business goals and support business imperatives, first by defining CRM and its various components
- Gain knowledge in terms of application of IT in CRM.

Unit I

Introduction to CRM - Cost of Acquiring Customers – Customer Acquisition to Customer - Loyalty - CRM and Business Intelligence.

Unit II

CRM Approach - Drawbacks – emerging challenges in the marketing front- Relationship- marketing- definition-concepts -relevance of relationship marketing approach-significance - building customer loyalty, Developing relationship strategies for different types of business under different competitive environment.

Unit III

CRM and Customer Service - Call centre and customer Care – Automation of Contact Center - Call Routing – Web Based Self Service – Call Scripting – Cyber Agents – Work force - Management – Customer Service – Automation.CRM in e-business, eCRM – multi-channel - CRM, CRM on B2B, ERP – SCM –Supplier Relationship Management – Partner Relationship - Management – e-Business Checklist for Success.

Unit IV

Analytical CRM - CRM and the Data Ware House – Enterprise CRM – OLAP – Data Mining in CRM – Personalization and Collaborative Filtering - Delivering CRM – Defining CRM Success– Preparing Business Plan – Understanding Business Process – Choosing your CRM Tool.

Unit V

Managing CRM Project - Development Team – CRM Implementation – Business Planning – Architecture and Design – Technology Selection – Development – Delivery Measurement - Information Technology application in building customer relationship – Emerging trends in CRM.

Text Books:

1. Dyche J, (2002), The CRM Handbook, Pearson Education, New Delhi.

2. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi

Reference Books:

1. Gosney JW & Boehm T P, (2001). Customer Relationship Management Essentials, Prentice Hall of India, New Delhi,
2. Shinesh G. And Jagadish Sheth (2005), CRM: A strategic perspective Mc Millan India Ltd.
3. Alok Kumar, Chabbai & Rakesh Sharma (2009) CRM: Concepts and Applications, Biztantra, Mumbai

11MS332 RETAIL MARKETING AND MANAGEMENT

Credit 3:0:0

Course Objectives:

To let the students secure knowledge in the current practices in retail operations and marketing strategies in specific.

Learning Outcomes:

At the end of the course the students will be able to:

- Understand the retail business operations in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies of the retailing system in India.

Unit I

Introduction to Retailing - Definition – functions of retailing -types of retailing – forms of- retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective

Unit II

Consumer Behaviour in the Retail Context - Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour. Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Unit III

Retail Operations - Choice of Store location – Influencing -Factors Market area analysis – Trade area analysis – Rating Plan method -Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management

Unit IV

Retail Marketing Mix - Product – Decisions related to selection of goods – Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies.

Unit V

Non Store Retailing - The impact of Information Technology in retailing -Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer

Text Books:

1. Berman, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI , NewDelhi.
2. Sivakumar A. (2009) Retail Marketing, Excel, New Delhi

Reference Books:

- 1 Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
- 2 Lamba, A.J. (2003) The Art of Retailing , 2e, Tata McGrawHill, NewDelhi.
- 3 Mishra, B.B. and Mishra. M. (2010) Retail Marketing Vrinda, New Delhi.

11MS333 RURAL MARKETING

Credits 3:0:0

Course Objectives:

To provide conceptual understanding on the Rural Marketing with special reference to Indian context.

Learning Outcomes:

At the end of the course the students will be able to:

- To know about the mantra for success for any company going rural.
- To understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer
- To provide some of the challenges and opportunities that the rural market holds for the Companies.

Unit I

Introduction - Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets

Unit II

Rural marketing environment - Population – occupation pattern – income generation -expenditure pattern – literacy level – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas – rural demand

Unit III

Rural marketing strategies - Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing

Unit IV

Rural Sector marketing - Marketing of agricultural produce and rural and cottage industry products – consumer and durable goods – FMCG products-health and financial services

Unit V

Rural Marketing Management - Diversity management - Role of financial institutions, commercial banks and cooperative institutions in rural marketing – problems and challenges in rural marketing – recent trends.

Text Books

1. Badi, R V., and Badi, N.V. (2005) Rural Marketing, 2/e, PHI, New Delhi.
2. Singh, S. (2006) Rural Marketing, Vikas Publishers, New Delhi

Reference Books

1. Kashyap, P., and Rant, S. (2005) The Rural Marketing ,Biztantra, Mumbai.
2. Rahman, H.U. (2004) Rural Marketing, HPH, New Delhi.
3. Gopalaswamy, T.P. (2006), Rural Marketing , Vikas Publishing House, New Delhi.

11MS334 B2B MARKETING

Credits 3:0:0

Course Objectives:

To orient the learners toward nitty-gritty of industrial marketing in Indian context and keep them abreast of ethical standards maintained in this sector.

Learning Outcomes:

At the end of the course the students will be able to:

- To understand some of the nuances of the B2B marketing,
- Outline the strategies that are being adopted in this sector.

Unit I

Introduction to B2B Marketing - Definition of Industrial Marketing; Industrial marketing vs. consumer marketing –The Industrial marketing Environment – Understanding Industrial Markets: Demand Issues: Organizational Behavior and Buyer Behavior – Profile of Business Buyers – Value Analysis – Vendor Analysis – Prosumerism

Unit II

Buyer – Seller Relationships - Types of Buyer- Seller Relationships – Managing Relationship– Conflict and Resolution. Assessing Market Opportunities – The Marketing Research Process – Demand Analysis; Strategic Planning : – Managing Industrial Products – Product Innovation – Models of Organizational Buying Behavior.

Unit III

Service Design and Pricing Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Challenges in Marketing Industrial Services – Pricing Decisions: Characteristics of Industrial Pricing – Types of Prices – Pricing Methods – Pricing Strategies – Factors affecting Pricing Strategy- Pricing across PLC – Competitive Bidding – Price Negotiation – Leasing

Unit IV

Industrial Selling - Role–Process – Types – Managing Sales Force – Direct Marketing ; Performance Measurement And Control : The Control Process – Types of Control – Tools for marketing Control – Institutional selling - Emerging Trends In Industrial Marketing: Technology – Business Networks–

Unit V

Ethics in B2B Marketing - Ethics and Industrial Marketing management – Ethical Issues - International Industrial Marketing: Environment – Entry strategies in International Markets Decision Making – Product, Pricing, Distribution & Promotional Decisions.

Text Books

1. Victor & David (2007) B2B Marketing, Contemporary Publishing Co. Illinois.
2. Krishna K. Havaladar (2005) Industrial Marketing, McGraw Hill, India

Reference Books

1. Hill, R. M. (2003). Industrial Marketing.2e, All India Traveller Book Seller, India
2. Steve.M. (2001). B2B Marketing. 2e, Pearson Education, USA.
3. Badi, N.V. (2007) Industrial Marketing, Vrinda, New Delhi

11MS335 INTERNATIONAL BUSINESS ENVIRONMENT

Credits 3:0:0

Course Objectives

1. To provide a conceptual understanding about the international business environment
2. To make the learners to keep abreast with the changing environment of International Business

Learning Outcomes:

- The learners will be able to identify their marketing environment
- The learners will be able to analyse the economic, technological, and cultural environment

Unit I

Introduction - Nature and significance of environmental analysis for business decisions: Dimensions of business environment: Economics, Technological Socio-cultural, Political, and Legal-Regulatory environment.

Unit II

Economic Environment: Economic Policy - Impact of liberalization, globalization, and structural reforms - Export – Import (EXIM) policy and its domestic and international implications - Impact of entry of MNCs - Future of small-scale enterprises. Problems of sick industries and their remedies.

Unit III

Technological Environment: Dynamics of technological environment. Challenges of technology up gradation. Impact of Foreign Investments and Foreign Collaborations.

Unit IV

Socio-Cultural Environment: Demographic profile. Class structure and mobility. Rural-urban convergence. Changes in consumption habits and life styles. Social responsibilities of business.

Unit V

Political Environment: Impact of competing political ideologies, political stability and Instability on business activities. Business and Politics.

Text Books:

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2008.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, 2007.
3. Keith Davis and Robert Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1995.

Reference Books:

1. Ghosh, P.K., Business and Government, Sultan Chand, New Delhi, 1991.
2. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, Sultan Chand and Sons, New Delhi, 1992.
3. Adhikari, M., Economic Environment of Business, Sultan Chand and Sons, New Delhi.
4. Jalan, B., India's Economic Crises, Oxford Univ. Press, New Delhi, 2004.

11MS336 INTERNATIONAL MARKETING RESEARCH

Credits 3:0:0

Course Objectives:

- To present an insight of the international marketing concepts
- To provide a conceptual understanding about the concepts of research across the globe.
- To make the learners to know how international market research can be conducted

Learning Outcomes:

- The learners will be able to conduct research in the foreign market, which is vital for the international businessmen
- The learners will be able to decide the course of activity based on research

Unit I

International Marketing: Nature and scope, Distinction between international trade, marketing and business, International marketing environment, International Marketing Management process - International Marketing selection and mode of entry

Unit II

International Marketing Mix - International product policy - International product life Cycle - Branding strategy - International pricing strategy.

Unit III

International Distribution Strategy: Channel decisions - International logistics - International promotion strategy and issues –

Unit IV

International Marketing Research: Nature, scope and complexities. International marketing information system - Marketing Research: Problem definition, determination of information needs, Research design – Types of research design, Primary and secondary data collection methods.

Unit V

Data Collection: Questionnaire Preparation - Attitude Measurement, And Scaling Techniques. Sample Design: sampling method and sample size - Fieldwork sampling and sampling errors - International market opportunity analysis - product analysis - need and significance of analysis - advertising and sales research.

Text Books:

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2010.
2. Keegan and Warran, Global Marketing, Prentice Hall India, New Delhi, 2010.

Reference Books:

1. Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ., 2005.
2. Green Paul E. and Tull Donald S. Research for Marketing Decision, Prentice Hall of India, New Delhi, 2009.
3. Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago, 2008.

11MS337 INTERNATIONAL ECONOMICS

Credits 3:0:0

Course Objectives

- To present an insight of the international economics concepts
- To provide a basic understanding of the underlying theories of international economics

Learning Outcomes :

- The learners will be able to conduct research in the foreign market, which is vital for the international businessmen
- The learners will be able to decide the course of activity based on research

Unit I

Theory of trade and investment – Theories of trade – Gains from trade and distributional impact – theories of foreign direct investment

Unit II

Trade and Investment Policies - Protectionist Bias - Instruments and Consequences of Protection and Control of Trade and Investment - Trade Liberalization - the Multilateral Trading System, and the WTO.

Unit III

Territorial Attractiveness and Multinational Firms' Strategies - The strategies of multinational firms in globalization - The rise of international mergers & acquisitions and of international strategic alliances since the 1990 - The factors of territorial attractiveness and the role of the State: the determinants of firms' localization.

Unit IV

The impact of multinational firms' strategies on national economic development - European FDIs and the development of the new European members - The role of Japanese FDIs in the development of Asian countries - The United States FDIs and the development of Latin America.

Unit V

Financial Globalization and Systemic Instability - The rise of the international finance since the 1980s and its consequences on the financial system's stability - Financial markets, foreign capital and economic development in emerging countries: successes and failures.

Text Books:

1. Bhagwati J. (2004), In defense of globalization, Oxford University Press.
2. Bhagwati J. (2002), Free trade today, Princeton University Press.

Reference Books:

1. Casson M. (2000), Economics of international business: a new research agenda, E. Elgar.
2. DiMaggio P. (2001), The XXIst century firm: changing economic organization in international perspective, Princeton University Press.
3. Krugman P., Obsfeldt M (1991), International economics: theory and policy, second edition, New York, Harper Collins.

11MS338 INTERNATIONAL TRADE RELATIONS

Credits 3:0:0

Learning Objectives:

- To offer an in depth knowledge about various regional trading blocs
- To provide the impact of the trading blocs in international business

Learning Outcomes:

- The learners will be able to analyze the impact of business in lien with the trading blocks.
- The learners will be able to identify, decide and locate their business in the suitable environment.

Unit I

Regional Groupings – Theory of customs, Union and major regional blocks – advantages and disadvantages of Regional groupings.

Unit II

Regional Trading arrangements of India – Conceptual basis: (1) Regionalism and Multilateralism - Level-playing Field vs. Efficiency Concerns - Trade-Development Relationship - Trade-Investment Linkages - Static and Dynamic Gains - Need for Safeguards – (2) Liberalization and the Need for Safeguard Mechanisms: Developmental Perspective as against Protection - Balancing Liberalization and Safeguards - Different Objectives Achieved Through Different Safeguards - Safeguard Mechanisms.

Unit III

Customs Unions: OECD - ASEAN - CARICOM - EAC - EAEC - EU - GCC - Mercosur

Unit IV

Roles, Functions and Objectives of LAFTA, NAFTA, APEC, EFTA, SAARC, SAFTA

Unit V

Academic Information

Text Books:

1. Jeffrey A. Frankel, Regional Trading Blocs in the world of economic system, 2005.
2. B. Ravi Kumar Jain, D. Satish, Trading blocs – Reflections, ICFAI Press, 2008.

Reference Books:

1. Palmer Perkins, International Relations (3e), CBS Publishers, 2001.
2. Krishnaveni Muththia, International Relations, Himalaya Publishing House, 2002.

11MS339 INTERNATIONAL LOGISTICS MANAGEMENT

Credits 3:0:0

Course Objectives

- To present an insight of the International logistics Management
- To provide a basic understanding of the logistics operations in international business

Learning Outcomes:

- The learners will be able to stick to the world of logistics
- The students will be able to identify their careers in this expanding industry.
- It will enable the learners to identify the logistics problems of firms and offer solutions for the same.

Unit I

Introduction: Definition, Logistics flow, logistics cost, international trade logistics chain. Objectives of logistics management – 7 Rs of logistics management.

Unit II

Logistics management in Export Business – International Commercial terms (INCO Terms) – Documentation for exports.

Unit III

Transportation: Modes – Carriage of goods by land – carriage of goods by sea – ocean freight rates – ocean freight calculation.

Unit IV

Shipping Industry: Shipping formalities in international business – types of ships employed in International Business – Shipping Intermediaries – important sea routes.

Unit V

Major Ports & Minor Ports – Indian Major and Minor Ports – World famous Ports – Port Formalities in International Trade. Containerization – different types of containers – ICDs/CFSs – Warehousing Management – Types of warehouses and its trade utility - Reverse Logistics.

Text Books:

1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.

2. Bowersox, Donal J. and David Closs, *Logistical Management*, 5th ed., McGraw-Hill

Reference Books:

1. Satish K. Kapoor and Purva Kansal, *Marketing Logistics: A Supply Chain Approach*, Pearson Education, New Delhi, 2009.
2. Vinod V. Sople, *Logistics Management – The supply chain imperative*, Pearson Education, New Delhi, 2009.
3. *Maritime India: Port and Shipping 1995*, Munshiram, Manoharlal Publishers, 1995.

11MS340 INTERNATIONAL TRADE PROCEDURES

Credits 3:0:0

Course Objectives

- To present with an insight of acquainting the student with the procedures and documents used in international business
- To provide the in-depth knowledge of India's Foreign Trade Policy.

Learning Outcomes :

- The learners will understand the procedures to be adopted in international trade
- The students will be able to adhere to the Indian FTP.

Unit I

Introduction to International Trade: Highlights of EXIM Policy – Salient features of Foreign Trade Policy 2009-2014 – Foreign Trade Procedures.

Unit II

Documentation Framework: International Business contracts - types, formation, and elements - Export and Import Documents. Pricing and Payment Terms: Instruments and methods of financing.

Unit III

Export Finance: Facilities, Incentives and procedures for pre and post shipment finance. Business Risk Coverage: Cargo, credit and foreign exchange risk coverage. Cargo insurance role and schemes of ECGC and commercial banks. Quality Control And Pre-Shipment Inspection: Concept, scheme and procedures.

Unit IV

Custom Clearance of Export Cargo: Procedures and documentation for clearance. Customs clearance of Import cargo. Negotiations Of Documents With Banks: Procedures and documentation for availing. Export Incentives – Duty drawbacks, Import Licensing and other incentives.

Unit V

Role of clearing and forwarding agents: Excise clearance of export – cargo. Shipment of Export cargo. Movements of goods by road and rail to port for shipment overseas, shipment by road, rail and air.

Text Books:

1. Paras Ram, *Export: What, where and How*, Anupam Publishers, Delhi, 2010.
2. Government of India, *Handbook of Import-Export Procedures*, 2010.

Reference Books:

Academic Information

1. Bowersox D.J. & Closs D.J. “Logistical Management”, McGraw Hill International Edn., New Delhi, 2009.
2. Ballon D. “Business Logistics”, Prentice Hall, New Delhi, 2008.
3. Prof.G.Raghuram & N.Ragnij, “Logistics & Supply Chain Management”, 2009.

11MS341 FOREIGN EXCHANGE MANAGEMENT

Credits 3:0:0

Course Objectives

- To equip the students with the Foreign Exchange management concepts
- To make the learners to be familiar with the recent developments in the FOREX market.

Learning Outcomes :

- The learners will be able to foresee and understand the risks involved in the foreign exchange transactions.
- To expose the various methods to avoid and flight the foreign exchange risks.

Unit I

Foreign exchange – Administration of Foreign Exchange – Foreign Exchange transactions – purchases and sales transactions – Authorized dealers – Foreign currency accounts –Multinational Banking.

Unit II: Foreign exchange market – Functions – Exchange rates – Exchange quotations – spot and forward transactions – Merchant rates – TT Selling rate- TT Buying rate-Forward exchange contract- Features of Forward exchange contract.

Unit III: Foreign exchange risk and exposure – External techniques of exposure management – Internal techniques of exposure management.

Unit IV: Foreign Exchange Transaction - Purchase & Sale Transaction - Exchange Quotations - Spot & Forward Transaction - Ready Exchange Rates - Forward Exchange contracts - Execution of Forward Contracts - Execution of cancellation / Extension of Forward contract.

Unit V: Inter Bank Deals- cover deals trading, SWAP Deals – Arbitrage operations-Managing foreign exchange reserves-Fiscal and Monetary policies in India- Devaluation –pros and cons.

Text Books:

1. Nidhi Jain, Foreign Exchange and Risk Management, New Century Publications, (2007)
2. C. Jeevanandam, Foreign Exchange and Risk Management, Sultan Chand and Sons, (2006)

Reference Book:

1. Foreign Exchange Management (FEMA) Manual – Taxmann Publications (2010)
2. Bharadwaj: Hand Book of Foreign Exchange, Wheeler Publishing (2006)
3. Foreign Exchange Management, Seethapathi K. Subbulakshmi (2004), ICAFI

11MS342 INTERNATIONAL FINANCIAL MANAGEMENT

Credits 3:0:0

Academic Information

Course Objectives:

- It gives the student an overview of the international financial system
- It presents the learners with the recent changes in the international financial environment.

Learning Outcomes:

1. The learners are exposed with the foreign investment concepts
2. The learners are presented with the different techniques of international cash management

Unit I

International Financial Management: An overview, Theoretical developments. International financial system: elements, global benefits. International Financial Markets; International securities markets: Recent Trends-type of issues.

Unit II

Foreign Exchange Market: Markets and market participants; Foreign Exchange Transactions; Forward contract, Foreign Exchange Rates, Economics Forces in Exchange Markets. Recent Developments in Foreign exchange, Exchange rate theories: PPP, IRP, IFE, Currency Futures and options; Swap: concept, Growth.

Unit III

Foreign Exchange Risk Exposure: The concept; Accounting Exposure: International, Accounting standards and practices. Economic Exposure; Tax treatment of gains and losses from Foreign Exchange Risk Exposure. Strategies for exposure management and techniques of Exposure Management.

Unit IV

International Cash Management: Principles, collection, International Transfer Pricing Mechanism, Disbursement. Trade Financing Technique and Instruments; Euro currency market, International Banking. Financing of international trade – Trade financing techniques and instruments.

Unit V

Foreign Investment Management: Foreign Direct Investment, FDI Policy and impact of Globalisation Incentives to attract FDI, Foreign portfolio Investment (FPI): Issues posed by FPI. Country risk Analysis – political risk analysis and management: Internal Capital Budgeting.

Text Books:

1. Archer, Stephen H, Choate, G Marc and Racette, George, “Financial Management”, John Willy, New York, 2000.
2. Lock, Stanley B and Geoffrey A Hilt, “Foundation of Financial Management”, Richard D. Irwin, Homewood, Illinois, 2010.

Reference Books:

1. Vanhorne, James C., “Fundamentals of Financial Management”., Prentice Hall of India, New Delhi, 2000.
2. Peterson, D.E., “A Quantitative framework for Financial Management”, Richard d. Irwin, Homewood, Illinois, 2006.
3. Gup, Benton E., “Principles of Financial Management”. John Willy, New York, 2002.

Credits 3:0:0

Course Objectives

- The students will be able to understand and the various classifications of advertising.
- The learners will know the functions of advertising and the economic and social effects of advertising.

Learning Outcome

- The learners of this course will be able to promote a product or service after the successful completion of this course.

Unit I

Introduction to Global advertising: Advertising – Definition – Importance – Classification of advertisements – Functions of global Advertising – Objectives – DAGMAR – advertising in the modern world – Advertising Budget.

Unit II

Economic Effects of Advertising: Explicit role of advertising – Indirect role of Advertising – Economic effects – international advertising Vs domestic advertising - Social Effects of Advertising: Benefits of Advertising – Impact of Advertisements on children – Women in Advertising.

Unit III

Ethics in International Advertising: Criticism of Advertising in terms of cultural disaster – Controversial effects of advertising – Puffery – Shock advertisements – Subliminal advertising – Regulatory bodies in India.

Unit IV

Advertising design - Advertising appeals - advertising copy - visualization & layout - writing Ad copy in print broadcasting commercials - copy writing for outdoor & transit media. Advertising Layout - Layout design & preparation - Ad effectiveness research - measuring technique

Unit V

Sales Promotion: Importance sales promotion - Sales Promotion techniques - Sponsoring events, sales promotion through merchandising - organizing sales promotion campaign - potentials & limitations of sales promotion.

Text Books:

1. Belch & Belch – Advertising & Promotion – Tata McGraw Hill, (2006)
2. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2007

Reference Books:

1. Advertising Management – Concepts and Cases – Manendra Mohan – Tata McGraw Hill (1989)
2. Burnelt – Promotion Management Tata McGraw Hill
3. O’ Guinn, Advertising and Integrated Brand Promotion, Cengage Learning, 2006
4. Advertising Planning and Implementation – Sharma and Singh – Prentice Hall, 2009.

11MS344 INTERNATIONAL PROJECT MANAGEMENT

Credits 3:0:0

Course Objectives :

- It gives the student an overview of the international project management
- To acquaint the learners broadly with services needed in project financing counseling, planning, appraisal, control and the related mechanisms.

Learning Outcomes :

- The learners will be competent to know the various sources of financial assistance to venture a project.
- The learners after completing the course successfully will be able to start a consultancy and serve the needy.

Unit I

Project Management: Concept and categories of projects, Formulation of project. Economic, technical and Financial Analysis and feasibility. Social-cost-benefit analysis.

Unit II

Project Financing and Development Banks: Development Banking in India: Infrastructure development and the role of IFCI, IDBI, ICICI, SIDBI, IRBI, SCICI and other specialized Institutions.

Unit III

Project Capital Cost Estimation: Sources, Issue management, Loan syndication, consortium financing, venture capital; credit rate etc. Short term funds requirements, sources and analysis; financial policy trends and practices.

Unit IV

Project Management Techniques, Project Monitoring and Project Evaluation. Management of joint ventures and Turnkey projects abroad, operations management, technology transfers – forms & issues.

Unit V

Closing the project – types of project termination – strategic implications – project in trouble – termination strategies – evaluation of termination possibilities – termination procedures - Project inventory management – nature of project inventory – supply and transportation of materials – use of PERT & CPM techniques.

Text Books:

1. Chandra, Prasanna, “Projects Preparation Budgeting and Implementation”, Tata McGraw Hill, New Delhi, 2009.
2. Chawla, Krishan “School Cost Benefit Analysis”, Mittal, New Delhi, 1987.
3. Clark, John, Hinding, thomas J., and Pritchard, Robert E. “Capital Budgeting Planning and Control of Capital Expenditure”, Prentice Hall, Englewood Cliffs. N.J., 2005.

Reference Books:

1. Kerzener, Harold, “Project Management. A system Approach to Planning Scheduling and Controlling”, Van Nost Reinhold, London, 2000.

2. Little, IND and Mirrless, J.A. "Project Appraisal and Planning for Developing countries", Heinemann Education Books, London, 1996.
3. Scherr, Frederick C., "Modern Working Capital Management: Text and Cases", Prentice Hall, Englewood Cliffs, N.J., 2004.

11MS345 LABOUR LEGISLATION AND INDUSTRIAL RELATIONS

Credit 3:0:0

Course Objectives:

To provide adequate knowledge and critical understanding of substantive and procedural labour laws in operation in India and to make the participants take keen interest in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.

Course Outcomes:

The participants will develop decision making skills in handling legal issues in Industrial Relations and other labour matters. They will also identify the role played by the Government in employer- employee relations.

Unit I

Laws On Working Conditions - Factories Act, 1948: Approval, Licensing and registration of factories – Inspecting Staff – Health – Welfare – Working Hours – Annual Leave with wages – Registers and Records – Penalties. Contract Labour (Regulation and Abolition) Act, 1970: Registration, Revocation of Registration, Prohibition of Employment of Contract Labour, Licensing of Contractors, Welfare and Health of Contract Labour, Penalties.

Unit II

Laws On Industrial Relations - Industrial Disputes Act 1947- Strike, Lockout, Layoff, Retrenchment, grievance and disciplinary procedures, Penalties Industrial Employment (Standing Orders) Act, 1946: Information in standing orders, Procedure for submission, Certification, Posting, Modification of standing orders, Penalties. The Trade Union Act 1926: Role & function of Trade union, Registration, Rights and Privileges, Duties, Dissolution of Trade Unions, Penalties.

Unit III

Laws On Wages And Bonus - Minimum Wages Act, 1948: Wage Fixation, Revision of Wages, Safeguards in payment of minimum wages, Inspectors, Claims, Offences and Penalties. Payment of Wages Act, 1936: Rules for payment of Wages, Deductions, Maintenance of Records and Registers, Inspectors, Claims, Penalties. Payment of Bonus Act, 1965: Meaning, Eligibility for Bonus, Disqualification, Determination, Computation of Bonus, Offences and Penalties.

Unit IV

Laws On Labour Welfare - The Workmen's Compensation Act, 1923: Rules regarding Workmen's Compensation, Amount and distribution of Compensation, Notice and Claim, Commissioners. The Employees' State Insurance Act, 1948: ESI Corporation, Medical Benefit Council, Inspectors, Rules regarding Contribution, Benefits, Adjudication of Disputes and Claims, Penalties. The Maternity Benefit Act, 1961: Prohibition of Employment, Maternity Benefit, Forfeiture, Leave and Nursing Breaks, Inspectors, Offences and Penalties.

Unit V

Laws On Social Security - The Employee's Provident Fund and Miscellaneous Provision Act, 1952: Various Schemes, Contribution, Benefits of ESI Scheme, Adjudication of Disputes and Claims, Penalties. The Payment of Gratuity Act, 1972: Payment of Gratuity, forfeiture of Gratuity, Determination and Recovery of the amount for Gratuity, Offences and Penalties.

Text Books

1. N.D.Kapoor, "Elements of Mercantile Law", S.Chand & Co, 2002
2. Pylee P V and A Simon George, "Industrial relations and personnel Management", Vikas Publishing House Pvt. Ltd., New Delhi , 1995

Reference Books

1. Labour & Industrial Laws, P.K. Padhi (2010), PHI Learning P. Ltd.
2. Subramani P N, Rajendran G, "Human Resources Management and Industrial Relations", Himalaya Publishing House, New Delhi, 2001.
3. T.N Chhabra & R.K.Suri "Industrial Relations" Dhanpat Rai & Co,2007

11MS346 ORGANIZATIONAL TRANSFORMATION

Credits 3:0:0

Course Objectives:

- To understand radical changes in management philosophy, ways of organizing the work, and
 - ways of relating to employees and customers;
- To help individuals and organizations to understand organization development and transformation to acquire knowledge and skill to manage change more effectively;
- To examine change in terms of its effects at the individual, group, organizational and societal levels;
- To gain descriptive approaches to doing change

Learning Outcome:

- Application of knowledge and insights in career pursuits
- Ability of participants harnessed to relate theory and research to their professional environment
- As change managers and facilitators implement transformational change

Unit I

Foundations of organization transformation: - two-person disputes - intervention theory and method – intergroup problems in organizations - Fundamental interventions: - strategies for improving headquarters-field relations – organization mirror interventions – parallel learning structures

Unit II

Cutting edge strategies: appreciative inquiry – empowering to manage change – accelerating the cycles of OD interventions - improving self efficacy through coaching – Challenges and opportunities for the future: managing discontinuities

Unit III

Organizations and their changing environments: - historical context for change - organizations today – environmental triggers of change – organizational response to change - nature of organizational change: - predictable change – diagnosing change situations

Unit IV

Organizational structure, design and change: - models – influence of structure – Cultures for change: - dimensions – sources of cultural change – bringing about organizational change – politics of change: - power in organizations – politics of powerlessness

Unit V

Strategies for managing change: - systematic approaches to change – using the hard systems model for change – Soft systems models for change: - situations of soft complexity – assessment of OD model for change - - Factors for effective change: operating virtually – multiple paths to change

Text Books:

1. Organizational Change; Barbara Senior & Jocelyne Fleming; Dorling Kindersley (India) Pvt. Ltd, 2010
2. Organization Development and Transformation; Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; Tata McGraw-Hill, 2010

Reference Books:

1. Exemplary CEOs: Insight on Organizational Transformation, Pandit (2005), Tata McGraw Hill.
2. Organization Development and Transformation, SK Bhaha, (2010), Deep and Deep Publication Pvt. Ltd.
3. Carl L. Harshman & Steve L. Phillips Team Up (Achieving Organizational Transformation) (1995) Sultanchand & Sons

11MS347 WORK PLACE COUNSELING

Credits 3:0:0

Course Objectives

- To develop a conceptual understanding of workplace counseling and its importance in organizations operating in dynamic and competitive business environment.
- To develop counseling skills in the would be managers so that they can help their employees to sort out their personal, family and work related problems through thoughtful day to day application of counseling skills.

Learning outcomes:

At the end of the course,

- the students acquire a wide range of communication methods that managers can use to build trusting and respectful relationships
- Students get some practical knowledge of creating those conditions in the organizations in which employees can better manage themselves and their work.

Unit I

Emergence and growth of counseling services: What is counseling about and what is counseling not about-historical development of counseling services- applying counseling skills at work-approaches to counseling - need, importance and objectives of counseling

Unit II

Counseling Process: stages in counseling process-beginning, developing and terminating a counseling relationship and follow up-some don'ts in counseling process-barriers to counseling – making counseling more effective

Unit III

Counselor's attitude and skills of counseling- the essential elements of counseling- personal qualities of a counselor- assessing client problems-psychological test- types of psychological tests-non-test client appraisal techniques

Unit IV

Selecting counseling strategies and interventions- Changing behavior through counseling-cognitive interventions-affective interventions-behavioral interventions

Unit V

Special problems in counseling- application of counseling to organizational situations - performance counseling-career counseling-counseling for tobacco users-stress counseling-counseling alcoholics

Text books:

1. Counseling skills for managers: Kavita Singh, Prentice Hall of India, (2002)
2. Counseling and guidance: S.Narayana Rao, Tata Mc-Graw Hill Company (2004)

Reference Books

1. Philip Burnard, Counseling skills training: Viva Books Private Limited (2007)
2. Elezabeth Reynolds, Lewis E. Patterson The counseling process: Thomson Brooks (2004)
3. Richard Nelson Jones, Basic counseling skills, A helpers Manual, Sage Saith Asia, (2008)

11MS348 CROSS CULTURAL MANAGEMENT

Credits 3:0:0

Course Objectives

- To educate the participants on the role of cultural differences in business
- To inculcate sound knowledge on the management of diverse cultures
- To develop a global perspective to deal with issues relating to cross cultural management

Course Outcome

The participants shall be equipped to understand cross cultural issues, benefits, models, and the effects of cross cultural issues in HR functions in international context to develop/apply, policies/practices in various countries with appropriate manners/behaviors.

Unit I

Theoretical Foundations of Cultural Dimensions: Determinants of culture: Overview, models and critiques – Cultural Dimensions in Business – Western Business Culture – Business cultures in the east

Unit II

Culture and Management: Cultural Dimensions and Dilemma – Values, ethics, and justice – Cultures and styles of Management

Unit III

Impact of Culture on Organizations: Culture and corporate structures – Cultural diversity in organizations – Cultural changes in Organizations

Unit IV

Unit V

Communication and Diversity Management: Developing intercultural relationships - Business communication across cultures – Barriers to intercultural communication –Conflicts and cultural differences

Text Book

1. Marie-Joelle Browaeyns and Roger Price (2008), Understanding Cross-Cultural Management (1st edition) Pearson Education, India
2. Dipak Kumar Bhattacharyya (2010), Cross Cultural Management – Text and Cases, PHI Learning Private Limited.

Reference books

1. Tim G Andrews (2009) Cross Cultural Management (1st edition), Routledge, USA. (2009)
2. David C. Thomas, Cross Culture Management : Essential Concepts (2008)
3. G. Mujtaba, (2006), Cross Culture Change Management, Bahawdian, Llumina Press.

11MS349 PERFORMANCE MANAGEMENT

Credits 3:0:0

Course Objectives:

- Increase two-way communication between supervisors and employees
- Clarify mission, goals, responsibilities, priorities and expectations
- Identify and resolve performance problems
- Recognize quality performance
- Provide a basis for administrative decisions such as promotions, succession and strategic planning, and pay for performance.

Learning Outcomes

After the completion of the paper, the participant should be able to:

- Critically discuss the contribution of performance management to individual, team and organisational performance
- Critically analyse the theoretical and practical supportive system of the core performance management processes of performance planning, measurement and feedback
- Critically analyse performance management practices within an organisation

Unit I

Performance Planning - Performance Planning – Meaning – Planning need based Individual Performance – Key Performance Areas, Key Result Areas, Critical Indicators – Identification of Target – Action Plans – Goal Setting

Unit II

Determining Measurable Standards - Identifying performance indicators: Key Result Areas, Key Performance Areas, Competency Levels, Benchmarking and developing Measurement Scales – Criteria for performance measures: Aligning Standards in accord to organizational plans & objectives.

Unit III

Measuring Performance - Performance Measures: HR Scorecard - HR Accounting – Competency Analysis & Competency Mapping - Competency Analysis Tools: Thomas DISC Profiling, Introversion and Extroversion Inventory - Performance Appraisal Tools: Behaviourally Anchored Rating Scales, Graphic Rating Scales, 360 Degree Appraisal, 540 Degree Appraisal, Management by Objectives, Evaluation through centre of Assessment, Performance Appraisal of Bureaucrats and Potential Appraisal.

Unit IV

Coaching & Counseling - Coaching - Definition – Coaching to improve Poor Performance – Sustaining Effective Performance through Counseling – Encouraging Superior Performance – Role of counseling in Post Appraisal Interviews.

Unit V

Managing Performance Appraisal Programme - Performance Analysis as a Cost Effective Analysis – Drafting Appraisal Programme – Evaluation of Programs through Survey and Interviews, Feedback Sessions – Periodical Checks to ascertain Programme objectives – Control mechanism.

Text Books

1. Rao T.V, (April 2004) Performance Management (1st edn.) India: Response
2. Kohli A.S. (2008), Performance Management (1st Edn.) New Delhi, Oxford University Press.

Reference Books

1. Werner Desimone, (2006) Human Resource development (India edn.) India: Cengage Learning
2. Geert Bouchaert & John Halligan (2008) Managing performance (1st Edn.) New York: Routledge
3. Tapomoy Deb, (2008), Performance Appraisal and Management, 1st Edn. New Delhi, Excel Books

11MS350 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits 3:0:0

Course Objectives

- To provide practical guidance on how Strategic Human Resources Management (SHRM) process can be used to improve business performance
- To develop an investment perspective for guiding managerial decisions regarding SHRM issues
- To develop a well defined strategy for improving managerial effectiveness

Course Outcome

The participants shall be empowered to develop human resources capable of producing increased performance by innovative means and contribute for achieving enhanced customer satisfaction while adding value to all stakeholders.

Unit I: Conceptual Framework: Concept of HRM – development of HRM concept – concept of strategy – strategy defined – Formulations of strategy – Strategic HRM - Strategic fit – Resource based SHRM – Intellectual Capital: Human Capital – Social Capital – Organizational Capital

Unit II

Academic Information

Unit III

Components of Strategic HRM: Organizational HR Strategies – Strategies for culture change – Commitment strategy – Strategies for developing a climate of trust – Functional HR strategies: Strategic HR Development – Strategies for managing performance – Reward Strategy

Unit IV

Practice of Strategic HRM: Content of HR strategy – Integrating the business and HR strategies – Formulation of HR strategy – Implementation of HR strategy - Improving Business Performance through strategic HRM: Characteristics of HR practices that make an impact on performance – HR practice areas that impact on performance

Unit V

Workforce utilization and employment practices: Efficient utilization of human resources – Dealing with employee shortages – Dealing with employee surpluses Reward and Development System: Strategically oriented performance measurement systems – Compensation systems – managerial effectiveness in a globalized environment – strategic approach to work-life integration

Text Books

1. Armstrong M & Baron A (2006) Handbook of Strategic Human Resource Management, Jaico Books, India
2. Charles R Greer (2001) Strategic Human Resource Management, A general managerial approach, Pearson Education Asia, India

Reference Books

1. Gangaram Sing, Nandagopal R., Priyaadhrashini R.G., (2007), Strategic HRM in a Globalized Economy, Excel Books, New Delhi – 110 028
2. Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press
3. Jeffery A. Mello (2001) Strategic Human Resource Management, New Delhi: Cengage Learning.

ADDITIONAL SUBJECTS

S.No.	Sub. Code	Name of the Subject	Credits
1	11MS351	Designing Human Resource System	3:0:0
2	11MS352	Negotiations Management	3:0:0
3	11MS353	Pricing Management	3:0:0

11MS351 DESIGNING HUMAN RESOURCE SYSTEM

Credits 3:0:0

Course Objective:

The course aims to provide an insight into the various systems and structures of Human Resource Management existing in an organisation, along with practical exposure to design and implement fundamental HR practices required by any organisation.

Course Outcomes:

- Students will learn to take up the challenge of matching the role with the person in organizations.
- Students learn the method of appraising one's performance / potential, develop dyadic relationship, and integrate the individual into the culture of the organisation.

Unit I

Concept and Boundaries of Human Resource System: Development as underlying concept of HRS – Functions of HRS – Structuring HRS – Bundaries of HRS. Context and Systems Designing: Business Environment – Organisation Context – Concontext of Societal Culture – Proactive and reactive Strategy for design, Organizational culture, OCTAPACE

Unit II

Analysing Role for development: Matching the role and person. Recruitment and placement – selection procedure – and techniques – Role analysis – Key Performance areas – Critical attributes – Competency Mapping – Assessment center approach – From recruitment and placement to top grading, Induction

Unit III

Performance Appraisal to Performance Management

Performance Appraisal – Developing the person in the role – Different appraisal systems to Performance Management Systems – Systems to Spiritual Approach.

Potential Appraisal: Role description – Qualities required – Indicator of qualities – Organizing the system – Feedback on potential appraisal for career appraisal – Introducing potential appraisal – linkages with other systems.

Unit IV

Developing dyadic relationships

Objectives of coaching – Conditions for effective coaching – process of coaching – Job enrichment – Quality of working life – Role efficacy – Development need of workers Job rotation, job enlargement

Unit V

Integrating the individual in the culture

Strong, Corporate identity – Building healthy traditions and practices – Communication – Mentoring – Assimilation and Integration counseling the employees

Textbooks

1. Udai Pareek and Rao TV (2003) Designing and Managing human resource systems, (3rd Edition), Oxford & IBH Publishing Co.
2. Ulrich D. and Lake D. (1990), Organizational capability: competing from inside/out, New York, Wile

Reference Books

1. Peter Pruzan (2007) Leading with wisdom, Spiritual-based leadership in business, Tata McGraw Hill, India
2. Rao,T.V., (1999), HRD Audit, New Delhi: Response Books, (A Division of Sage Publications)
3. Stern G.G., People in the context, New York, John Wiley,1969
4. McCall, Morgan, W. High, Flyers: Developing Next Generation of Leaders, Harward Business School Press, 1998

11MS352 NEGOTIATIONS MANAGEMENT

Credits 3:0:0

Course Objectives

- To introduce the participant to the fundamentals of negotiation
- To give an exposure on the merits and demerits of conflicts in an organization
- To train the students on various negotiation skills and requirements for negotiation
- To educate the participant on ethical usage of negotiations for conflict resolution

Course Outcomes:

- Conduct principled negotiations that result in wise agreements.
- Apply a successful conflict management process at workplace.
- Identify and address sources of organisational power struggles and politics.
- Assess the role of culture, personality and gender in negotiating behaviour.
- Enhance negotiation skills by applying best practices in a real-world setting.

Unit I

Introduction to Negotiation

Defining Negotiation – Components of negotiation – Role of personality in negotiation – Conflict - Negotiation styles

Unit II

Theories of Negotiation: Identity theory – Social Interaction theory – Field theory – Human need theory – Rationale choice theory – Transformation theory – Mutual gains theory – Impasse and Alternative Dispute Resolution (ADR)

UNIT –III

Negotiation Basics

Key Negotiating Temperaments – Communicating in Negotiation - Interests and goals in negotiation – Cultural and gender differences in negotiation – Importance of perception in negotiation - Power in Negotiations

UNIT-IV

Principles, Rules and Ethics in Negotiation

Principles of Persuasion – Importance of assertiveness in negotiation - Rules of negotiation and common mistakes - Ethics, fairness and trust in negotiation

UNIT- V

Process, strategies of Negotiation

Negotiation process and preparation – Strategies and techniques of negotiation – Team Negotiation – Leadership and Public Relations – Third party Intervention – Post negotiation evaluation

Text book

1. Barbara A Budjac., & Corvette (2007) Conflict Management: A guide to developing Negotiation Strategies (1st Edition) Pearson Education, India
2. Michael R Carrell & Chistina Heavrin (2009) Negotiating Essentials – Theory, Skills & Practices (1st Edition) Pearson Education, India.

Reference Books

1. Michael R Carrell & Christina Heavrin (2008) Negotiating Skills: Theory, Skills and Practices (1st Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhardt (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India
3. Rao S L., (2005) Negotiation made simple (1st edition) Excel Books, India

11MS353 PRICING MANAGEMENT

Credits: 3:0:0

Course Objectives:

To orient towards the issues relating to the most potent “P” of the marketing pillars and outline the methods, models and strategies available for governance in respect of pricing

Course Outcomes:

At the end of the course the students are expected to be aware of:

- The nuances of pricing policies, methods, practices and strategies.
- The knowledge to design pricing tactics for different industries
- Skill to respond to price changes implemented in various sectors.

UNIT I

Introduction: Marketing mix elements – pricing in marketing mix – pricing for products and services — importance of pricing – basic pricing theories

UNIT –II

Pricing policy: Managing customer expectations and behaviors - price level, setting the right price, costs and their effect on pricing decisions – Price optimization - Financial analysis, pricing for profit – customer value pricing.

UNIT –III

Pricing strategies: Source of pricing advantage - price structure, segmentation, pricing tactics for separate markets - price and value communication: strategies to influence willingness-to-pay – iso-profit analysis.

UNIT –IV

Competitive pricing: Managing conflict - pricing in channels of distribution, managing multiple transactions and relationships - pricing over the product life cycle - adapting strategy in an evolving market – Predatory pricing and implications.

UNIT –V

Pricing trends and practices: Research techniques to supplement judgment, price cutting, reacting to price changes - Ethics and the law, understanding the constraints on pricing – recent trends and practices- price wars in the market.

Text Books

1. Simon, H (2000). Pricing Management, 2nd edition, North Holland Publisher, Holland.
2. Marn, M.V., and Roegner, E.V. (2008). The Price Advantage, Kogan Page, UK.

Reference Books

1. Dolan, R.J & Simon, H (1996), Power Pricing, Free Press, USA.
2. Kotler, P. (2009). Marketing Management, 14th edition, PHI, New Delhi.
3. Kent B. Monroe (2003) Pricing, 3e, McGraw Hill, USA.

LIST OF SUBJECTS

Sub. Code	Name of the Subject	Credits
11MS351	Designing Human Resource System	3:0:0
11MS352	Negotiations Management	3:0:0
11MS353	Pricing Management	3:0:0
12MS201	Management for Engineers	4:0:0
12MS202	Understanding Indian Economy	3:0:0
12MS301	Organisational Behaviour and Management	3:0:0
12MS302	Managerial Communication	3:0:0
12MS303	Managerial Economics	3:0:0
12MS304	Accounting for Managers	3:0:0
12MS305	Business Law	3:0:0
12MS306	Quantitative Techniques for Management	3:0:0
12MS307	Computer Applications in Management	0:0:2
12MS308	Financial Management	3:0:0
12MS309	Operations Research	3:0:0
12MS310	Marketing Management	3:0:0
12MS311	Human Resource Management	3:0:0
12MS312	Research Methodology for Management	3:0:0
12MS313	Production and Operations Management	3:0:0
12MS314	Project Management	3:0:0
12MS315	Entrepreneurship Development and Small Business Management	3:0:0
12MS316	Business, Government and International Economy	3:0:0
12MS317	Management Information System	3:0:0
12MS318	Data Analysis for Business Decisions	0:0:2
12MS319	Strategic Management	3:0:0
12MS320	Business Ethics and Corporate Social Responsibility	3:0:0
12MS321	Advanced Managerial Skills	2:0:0

Karunya University

11MS351 DESIGNING HUMAN RESOURCE SYSTEM

Credits 3:0:0

Course Objective:

The course aims to provide an insight into the various systems and structures of Human Resource Management existing in an organisation, along with practical exposure to design and implement fundamental HR practices required by any organisation.

Course Outcomes:

- Students will learn to take up the challenge of matching the role with the person in organizations.
- Students learn the method of appraising one's performance / potential, develop dyadic relationship, and integrate the individual into the culture of the organisation.

Unit I

Concept and Boundaries of Human Resource System: Development as underlying concept of HRS – Functions of HRS – Structuring HRS – Boundaries of HRS. Context and Systems Designing: Business Environment – Organisation Context – Context of Societal Culture – Proactive and reactive Strategy for design, Organizational culture, OCTAPACE

Unit II

Analysing Role for development: Matching the role and person. Recruitment and placement – selection procedure – and techniques – Role analysis – Key Performance areas – Critical attributes – Competency Mapping – Assessment center approach – From recruitment and placement to top grading, Induction

Unit III

Performance Appraisal to Performance Management

Performance Appraisal – Developing the person in the role – Different appraisal systems to Performance Management Systems – Systems to Spiritual Approach.

Potential Appraisal: Role description – Qualities required – Indicator of qualities – Organizing the system – Feedback on potential appraisal for career appraisal – Introducing potential appraisal – linkages with other systems.

Unit IV

Developing dyadic relationships

Objectives of coaching – Conditions for effective coaching – process of coaching – Job enrichment – Quality of working life – Role efficacy – Development need of workers Job rotation, job enlargement

Unit V

Integrating the individual in the culture

Strong, Corporate identity – Building healthy traditions and practices – Communication – Mentoring – Assimilation and Integration counseling the employees

Textbooks

1. Udai Pareek and Rao TV (2003) Designing and Managing human resource systems, (3rd Edition), Oxford & IBH Publishing Co.
2. Ulrich D. and Lake D. (1990), Organizational capability: competing from inside/out, New York, Wiley

Reference Books

1. Peter Pruzan (2007) Leading with wisdom, Spiritual-based leadership in business, Tata McGraw Hill, India
2. Rao, T.V., (1999), HRD Audit, New Delhi: Response Books, (A Division of Sage Publications)
3. Stern G.G., People in the context, New York, John Wiley, 1969
4. McCall, Morgan, W. High, Flyers: Developing Next Generation of Leaders, Harvard Business School Press, 1998

11MS352 NEGOTIATIONS MANAGEMENT

Credits 3:0:0

Course Objectives

- To introduce the participant to the fundamentals of negotiation
- To give an exposure on the merits and demerits of conflicts in an organization
- To train the students on various negotiation skills and requirements for negotiation
- To educate the participant on ethical usage of negotiations for conflict resolution

Course Outcomes:

- Conduct principled negotiations that result in wise agreements.
- Apply a successful conflict management process at workplace.
- Identify and address sources of organisational power struggles and politics.
- Assess the role of culture, personality and gender in negotiating behaviour.
- Enhance negotiation skills by applying best practices in a real-world setting.

Unit I

Introduction to Negotiation

Defining Negotiation – Components of negotiation – Role of personality in negotiation – Conflict - Negotiation styles

Unit II

Theories of Negotiation: Identity theory – Social Interaction theory – Field theory – Human need theory – Rationale choice theory – Transformation theory – Mutual gains theory – Impasse and Alternative Dispute Resolution (ADR)

UNIT –III

Negotiation Basics

Key Negotiating Temperaments – Communicating in Negotiation - Interests and goals in negotiation – Cultural and gender differences in negotiation – Importance of perception in negotiation - Power in Negotiations

UNIT-IV

Principles, Rules and Ethics in Negotiation

Principles of Persuasion – Importance of assertiveness in negotiation - Rules of negotiation and common mistakes - Ethics, fairness and trust in negotiation

UNIT- V

Process, strategies of Negotiation

Negotiation process and preparation – Strategies and techniques of negotiation – Team Negotiation – Leadership and Public Relations – Third party Intervention – Post negotiation evaluation

Text book

1. Barbara A Budjac., & Corvette (2007) Conflict Management: A guide to developing Negotiation Strategies (1st Edition) Pearson Education, India
2. Michael R Carrell & Chistina Heavrin (2009) Negotiating Essentials – Theory, Skills & Practices (1st Edition) Pearson Education, India.

Reference Books

1. Michael R Carrell & Christina Heavrin (2008) Negotiating Skills: Theory, Skills and Practices (1st Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhart (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India
3. Rao S L., (2005) Negotiation made simple (1st edition) Excel Books, India

11MS353 PRICING MANAGEMENT

Credits: 3:0:0

Course Objectives:

To orient towards the issues relating to the most potent “P” of the marketing pillars and outline the methods, models and strategies available for governance in respect of pricing

Course Outcomes:

At the end of the course the students are expected to be aware of:

- The nuances of pricing policies, methods, practices and strategies.
- The knowledge to design pricing tactics for different industries
- Skill to respond to price changes implemented in various sectors.

UNIT I

Introduction: Marketing mix elements – pricing in marketing mix – pricing for products and services — importance of pricing – basic pricing theories

UNIT –II

Pricing policy: Managing customer expectations and behaviors - price level, setting the right price, costs and their effect on pricing decisions – Price optimization - Financial analysis, pricing for profit – customer value pricing.

UNIT –III

Pricing strategies: Source of pricing advantage - price structure, segmentation, pricing tactics for separate markets - price and value communication: strategies to influence willingness-to-pay – iso-profit analysis.

UNIT –IV

Competitive pricing: Managing conflict - pricing in channels of distribution, managing multiple transactions and relationships - pricing over the product life cycle - adapting strategy in an evolving market – Predatory pricing and implications.

UNIT –V

Pricing trends and practices: Research techniques to supplement judgment, price cutting, reacting to price changes - Ethics and the law, understanding the constraints on pricing – recent trends and practices- price wars in the market.

Text Books

1. Simon, H (2000). Pricing Management, 2nd edition, North Holland Publisher, Holland.
2. Marn, M.V., and Roegner, E.V. (2008). The Price Advantage, Kogan Page, UK.

Reference Books

1. Dolan, R.J & Simon, H (1996), Power Pricing, Free Press, USA.
2. Kotler, P. (2009). Marketing Management, 14th edition, PHI, New Delhi.
3. Kent B. Monroe (2003) Pricing, 3e, McGraw Hill, USA.

12MS201 MANAGEMENT FOR ENGINEERS

Credits 4:0:0

Course Objectives:

- To give an insight in to various management concepts for engineering students this course includes: Economics, principles of management, and management skills.

Course outcome:

At the end of the course, the students will be able to:

- Students will be able to know and apply various management concepts and managerial skills in real life projects.
- Recognize the importance of leadership and motivation in organizations.
- Prepare for career planning.

Unit I

Engineering Economics and IPR: Introduction, Nature and Scope, Demand and Supply analysis – Elasticity of demand and its measurement, Meaning and factors of production - economies of scale - Production function, Various cost concepts- Fixed cost, variable cost, average cost, marginal cost - short run and long run- money cost- real cost- opportunity cost. An overview of intellectual property laws: Industrial Property, Copy rights and patents rights.

Unit II

Engineering Cost: Introduction to costing: Nature and scope of costing – characteristics of ideal costing system

Cost Control and Cost reduction: Meaning – Elements of cost control scheme –cost control techniques: Budgetary control, standard costing, improvement in design, automation, production planning, value analysis, quality measurement, cost benefit analysis– essential for

success of cost control and cost reduction – areas of cost reduction – advantages and dangers of cost reduction

Unit III

Principles Of Management: Planning: Importance, Types- MBO – Organising: organisational structure, basics of decision making and its process – Directing – authority and responsibility, departmentalisation, centralised and decentralised management. Coordinating: policies and procedures, TQM – Fundamentals of budgeting

Unit IV

Career, Recruitment, Group Discussion And Interviews: Career Definition – Career: Planning, Characteristics, Objectives – Choosing a career path – Recruitment: Factors, Sources, Selection Tests types: Aptitude, Technical, Personality – Group Discussion: Objective, topics, roles, etiquettes – Interviews: Types of interviews, & preparation for interviews, Resume preparation.

Unit V

Adapting To Corporate Life: Leadership – Theories of Leadership: The managerial grid, Hersey-Blanchard Situational theory – Leaders and managers – Teams in organizations – Creating effective teams – Conflict – Types, Levels, Sources and stages of conflict - Corporate dressing: Dress codes for men and women – Business etiquettes: Table manners - Stress definition - Types of stress – Effect of stress – Strategies to overcome stress – Time management – Basic rules of time management.

Text Books:

1. Dwivedi D.N. “Managerial Economics”, Vikas publishing house pvt. ltd., (latest edition).
2. Ravi Kishore “Cost Management” 4th edition, 2008, Taxmann publications, New Delhi.
3. Robert N Lussier, Christopher F Achua, “Effective Leadership” Cengage Learning, 2007.
4. Robbins S.P., “Organizational Behavior” 13th Edition New Delhi: Pearson Education, 2009.
5. Jean Kummerow “New Directions in Career Planning and the work Place” (2nd edition), Davies Black Publishing, USA, 2000.
6. Bansal C.L. “Business and Corporate Laws” 1st edition, Reprint 2010, Excel books, New Delhi.

References Books:

1. Panneer Selvam R., “Engineering Economics”, 2007, Prentice hall of India Pvt. Ltd., New Delhi.
2. Horngren, Foster and Datar “Cost Accounting-A managerial emphasis”, Prentice Hall, latest edition, New Delhi, 2009.
3. Decenzo David, Robbin Stephen A, “Personnel and Human Resources Management”, Prentice Hall of India, 1996.
4. Philip Sadler “Leadership”, (2nd Edition) Koga Page, USA Agarwal, Tailor, Human Resource management, RBSA publishers, Jaipur, India, 2009.
5. Ramu. G. “Reflections on career planning”, Pothi Publishers, India, 2010.

12MS202 UNDERSTANDING THE INDIAN ECONOMY

Credit: 3:0:0

Objectives:

To explain the basic principles of macroeconomics and to provide an introduction to macroeconomic policy and economic development of India to engineering students.

Learning Outcomes:

The course should enable the students to understand the macroeconomic environment in which they will be working and how economic policy can affect their personal and professional lives.

Unit I – Basic Concepts of Economics

Definitions of scarcity and efficiency – Market, command and mixed economy – Role of markets and government – Elements of supply and demand

Unit II – Introduction to Macroeconomics and Economic Development

Aggregate supply and demand – measuring economic activity – consumption, savings and investment – business cycles – economic growth – strategies of economic development

Unit III – Economic Development of India

Colonial Legacy – Policy of Planned Development – The first 50 years – New Economic Policy- Performance of the Economy since 1991 – Major Aspects of Transformation.

Unit IV – Industrial and Infrastructure Sectors in India

Growth of Indian Industry before and after liberalization – Productivity growth – exports - competition – Role of Public Sector Enterprises – IT sector – Infrastructure reforms – Public Private Partnerships – Investment in Infrastructure

Unit V – Macroeconomic Policy in India

Problems of unemployment and inflation – Fiscal and Monetary policy – Savings and capital formation – Investment – Trade Policy – human development – sustainable development of the Indian economy.

Text books:

1. Samuelson , Paul A. and William D. Nordhaus (2005), Economics, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Basu, Kaushik (ed.) (2004), India's Emerging Economy, Oxford University Press, New Delhi.

Reference Books

1. Kapila, Uma (ed.) (2006) Indian Economy since Independence, 19th edition, Academic Foundation, New Delhi.
2. India Development Report, (2008), Oxford University Press, New Delhi
3. Jalan, Bimal (1992), The Indian Economy: Problem and Prospects, Penguin, New Delhi.

12MS301 ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT

Credits - 3:0:0

Course objective:

The course is offered to enable students to learn management concepts and to better understand themselves as individuals in order to carefully manage and obtain the desired outcomes from their teams and organization's dynamics.

Course outcome

At the end of this course, the students will be able to understand:

- The functions of management
- The principles underlying organizational behaviour
- Behavioural processes and personality
- Application of leadership and motivational theories and
- To communicate effectively among groups.

Unit I

Management Concepts: Introduction to management – Functions of management – POSDCORB – Planning types and premises – Decision making - Structure of organization – Span of management – Delegation of authority – Departmentation - Centralization and decentralization – Process of control

Unit II

Focus and Purpose of OB: OB as a subject - History and Development - Contributing disciplines to OB - Importance of OB in the field of management - Hawthorne studies - Approaches to OB.

Unit III

Individual Behaviour: Emotional Intelligence - Learning and its process - implications, Attitudes and Values, Personality - concepts, theories - Perception – Impression Management - Motivation – Traditional and contemporary theories and applications to management, Behaviour modification (OB mod)

Unit IV

Group Behaviour: Classification of groups - group formation – norms – cohesiveness - group decision making – team building - types of teams – conflicts and negotiation - Leadership - Leadership theories and styles, contemporary roles of a leader - power and politics – causes - consequences – Women leaders – Cultural differences in leadership - Communication - interpersonal communication - Methods to improve interpersonal Communication.

Unit V

Organizational Dynamics: Organizational design - Organizational culture – organizational change: approaches and resistance to change - manager as a change agent- OD interventions

Text Books

1. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7th edn.) Tata McGraw Hill.

2. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour. (14th edn.). New Delhi: Pearson Education
3. Fred Luthans (2011) Organizational Behaviour – An evidence based approach (12th edn.) McGraw Hill.

Reference Books

1. Nelson, D.L., and Quick, J. C. (2008). Organisational Behaviour: Foundations, realities & Challenges (5th edn.). India: Cengage Learning.
2. Slocum, J.W., & Hellriegel, D. (2008). Fundamentals of Organisational Behaviour. (2nd edn.). India: Cengage Learning.
3. Umasekaran, (2004). Organizational Behaviour, (2nd edn.), New Delhi: Tata McGraw Hill.

12MS302 MANAGERIAL COMMUNICATION

Credits - 3:0:0

Course objectives:

To enable the course participants:

- To become aware of the importance of managerial communication and the need to master it in order to successfully function in their day-to-day work
- To unravel current practices in the organizations
- To build up self confidence by helping them to explore and get a true picture of themselves as well as of their organization, so that they learn to project their image appropriately

Course outcome

- The participants of this course shall be able understand the advantages in gaining communicative skills and use them to build relationship to achieve organizational effectiveness and develop a synergy among the stake holders of the organization.

Unit: I

Communication in workplaces: importance of communication – communication in business – forms of communication in business – Fundamentals of Communication: Process, Objectives, Types – The importance of effective communication – Media - non verbal communication - barriers to communication – Principles of effective communication – Language skills: grammar – vocabulary – semantics

Unit: II

Fundamentals of business writing: adaptation and the selection of words – construction of clear sentences and paragraphs - The role of written business communications - letter writing – essential parts and optional parts of a letter, planning a letter, legal implications, and letter writing exercises –

Report writing: – Types, layout of a report, essentials of a good report, report preparation exercises - Agenda and minutes of meeting - public relations letters – manuscripts for publications- building goodwill through business letters – writing effective minutes, e-mails Preparation of Chairman’s Speech and CEO address

Unit: III

Effective Speaking: – audience analysis, preparing a speech, types of oral presentations, principles for making an effective oral presentation - evaluating an oral presentation -

Effective speaking: characteristics of a good speech – profile of a good speaker – interview techniques – art of listening

Unit IV

Managerial Communication: Formal / informal Communication - Principles for effective organizational communication - communication process

Nonverbal Communication: principles and practices – body language – developing one's own nonverbal communication

Unit V

Recent trends in communication technologies: Audio - visual means of communication- computer aided instructions and learning

Presentations: - making effective preparations – integrating audio visuals with presentations

Text Books

1. Basic Business Communication., Flatley, M.E., Lesikar, R. (2005), Tata McGraw-Hill Publishing Company Limited
2. Essentials of business communication, Rajendra Pal, Korlahalli, (2008) Sultan chand & Sons.

Reference Books:

1. Communication, Rayadu C.S., (2008) Himalaya Publishing House
2. Business Communication, Meenakshi Raman, Prakash Singh, (2006), Oxford University Press
3. Business Communication for Managers, Penrose / Rasberry / Myers, (2004) Cengage Learning India Private Limited

12MS303 MANAGERIAL ECONOMICS

Credits: 3:0:0

Course objective:

This course is designed to learn the various Microeconomic concepts and tools of analysis for business decisions.

Course Outcome:

The course will enhance the ability of the students to apply fundamental economic concepts in business decisions.

Unit I

Introduction to economics: Scope of managerial economics- application of economics to business decision making - fundamental concepts used in business decisions - an overview:- Opportunity cost, marginal principle and decision rule, incremental principle, equi-marginal principle-time perspective -optimization technique- Nature of the firm - objectives of business firm - theories of profits.

Unit II

Market equilibrium: Market equilibrium:- analysis of consumer demand:-utility concept-diminishing marginal utility-ordinal and cardinal utility- consumer choice- indifference curve - Elasticity of demand:- price elasticity-income elasticity- cross elasticity - use of elasticity in business decision making- supply concepts - demand and supply equilibrium – shift in demand curve- demand forecasting –techniques.

Unit III

Production and Cost Analysis: Production theory analysis – production function - short run law of production-long run law of production -law of returns to scale- optimal employment of two inputs- economies and diseconomies of scale.

Cost and revenue concepts: - short run cost- output relations - long run cost - output relationship - Break Even Analysis.

Unit IV

Market Structure: Market structure and pricing – price determination under perfect competition – monopoly - monopolistic competition – duopoly – oligopoly - Introduction to game theory – payoff matrix - game theory and oligopoly.

Unit V

Pricing Strategies: Pricing strategies and practices - pricing of goods and services: - cost plus pricing- multiple products pricing –pricing in life-cycle of a product –price discrimination -an over view of economic indicators.

Text Books:

1. Craig Petersen,H., Cris Lewis W., Sudhir K. Jai, Managerial economics, Pearson India Limited (latest edition).
2. D.N.Dwivedi, Managerial Economics, Vikas publishing house pvt.ltd., (latest edition).

Reference Books:

1. Mithani, D.M, Managerial Economics; Theory and practice, Himalaya Publishing House (latest edition).
2. Sampath Kukherjee, Business and Managerial Economics (in the global context), New Central Book Agency (P) Ltd (latest edition).
3. Chatrvedi, DD, Gupta, SL ad Sumitra Pal Business Economics, Text and cases (latest edition).

12MS304 ACCOUNTING FOR MANAGERS

Credits 3:0:0

Course objectives:

This course aims to develop an insight of principles and techniques of accounting and focus on understanding, financial, cost and management accounting with its applications in different managerial situations

Course outcomes:

- Student will be able understand and interpret the Corporate financial statements.
- exposure to the global trends in Accounting.
- able to construct and interpret the cash flow statements according to / AS-3.
- enabling the application of Costing and Budgets.

Unit I

Accounting Concepts and Conventions - Preparation of Corporate Final Accounts -Basics of Understanding Corporate Financial Statements–Significance of Accounting standards – Indian Vs US GAAP – An overview of International Financial Reporting System (IFRS)

Unit II

Analyzing Accounting Information - Financial Statement Analysis -- Check points when analyzing a Financial Statement-Tools and Techniques used – Common-size Statements – Comparative Statements- Trend Analysis - Ratio analysis

Unit III

Cash Flows - Preparation and analysis of Cash flows as per / AS-3 requirements - Fund flow – Statement of Changes in Working Capital-Funds from operations- Fund flow statements

Unit IV

Cost Concepts and Classification - Methods of Costing – Preparation of Cost Sheet in Manufacturing and Service Organizations – Tenders and Quotations – Fundamentals of Marginal Costing – Break-even analysis its assumptions and limitations - An overview of / Cost Accounting Standards.

Unit V

Standard Costing – Types of Standards – Analysis of Variance – Materials and Labour with numerical cases – Budgeting: Types and Techniques

Text Book:

1. Khan MY & Jain PK : Management Accounting 4th edition McGraw Hill, 2007
2. Singhvi NM & Ruzbeh J. Bodhanwala Management Accounting Text & Cases PHI, 2006

References

1. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition PHI, 2005
2. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
3. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

12MS305 BUSINESS LAW

Credit 3:0:0

Course objectives:

At the end of the course ,the students should be able to understand:

- The basic provisions of Indian contract Act
- Knowledge on sale of goods act and negotiable instrument Act
- The overview of Indian Companies Act 1956, Consumer protection Act 1986 & Right to information Act 2005 Competition Act 2002 (Amended 2007), Patent Act 1970 Patent rule 2003(Amended),Trademark Act 1999:

Course outcomes:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about the business laws
- Apply the concepts of various provisions in business
- Address the business needs on various legal aspects

Unit I

Contract Act 1872: Nature and Kinds of contract- Essentials of valid contract –Capacity to contract-Free consent-Discharge of contract –Remedies for breach of contract-Quasi contract-Indemnity and guarantee –Bailment and pledge-Contract of Agency

Unit II

Sale of Goods Act 1930 & Negotiable Instrument Act 1881: Principles of sale of goods Act -Condition and warranties-Transfer of property and title –Performance of contract of sale-Rights of unpaid seller .Nature and kinds of Negotiable instruments-Parties to negotiable instruments-Negotiation / endorsement/Presentment/ Dishonour / Discharge of Negotiable instruments-Bouncing of cheques and consequences

Unit III

Indian Companies Act 1956: Definition and nature of company-Kinds of companies - Procedure for formation of company (Contents in Memorandum, Articles & prospectus) – Types of meetings(Statutory, Annual general meeting ,Extraordinary general meeting, Board meeting)-Members (Eligibility ,Rights, liabilities& Termination)-Director(Legal position, ,Duties ,Power & liabilities, Appointment & removal)-Winding up (Compulsory, Members voluntary and creditors voluntary winding up)

Unit IV

Consumer Protection Act 1986 & Right to Information Act 2005: Consumer protection Act: Definitions – Consumer Protection councils- Consumer Dispute redressal agencies. Right to information Act: Definitions –Obligation of public authorities-Request for obtaining information-Central information commission-State information commission- Exemption from disclosure of information –Powers and functions of information commissions appeals and penalties.

Unit V

Competition Act 2002 (Amended 2007), Patent Act 1970 Patent rule 2003(Amended), Trademark Act 1999: Prohibitions of agreements –Prohibition of abuse of dominant provision-Regulation of combinations –competition commission of India- -Duties powers and functions of commission-Power of central government-Procedure and powers of appellate tribunal. Trademark act 1999: Definitions-Procedure for registration –Grounds for refusal of registration. Intellectual Property Laws: Features, Procedure for application of patents-Patentable inventions, Infringement and relief against infringement.

Text Books:

1. Kapoor .N.D.,”Elements of merchantile law” 22nd Reprint (2011),Sulthan chand and company,New Delhi
2. Bansal .C.L , “Business and corporate laws”, First edition, Reprint 2010, Excel books, New Delhi -28

Reference Books:

1. Kapoor .N.D., “Company law”,6th Reprint(2010), Sulthan chand and company,New Delhi
2. Tulsian, “Business Law”, 2nd Edition, (2007), TATA MC Graw Hill, New Delhi.
3. WWW.Vakilno1.com

12MS306 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits 3:0:0

Course objectives:

The objective of this course is to make the students

- To understand collection and compilation of data, information and presentation of data
- To gain “Statistical Thinking”
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions
- To understand the kind of data required for decisions making.

Course Outcome:

At the end of the course the students will be able to learn to take up appropriate managerial decisions at the time of crisis in all level of business.

UNIT I

Introduction to statistics: Importance of Statistics for Managers – Scales of Measurement – Basic statistical concepts – Population, sample, Types of Statistics , Parameter and Statistic-Frequency Distribution – Relative frequency, Cumulative frequency – Graphical presentation of Data – Bar chart, Pie chart , Histogram, Frequency Polygon, Ogive, Pareto chart, Stem and Leaf plot, Scatter plot,

Unit II

Measures of central tendency and measures of dispersion: Mathematical Averages: Arithmetic mean, Weighted Arithmetic mean, Geometric mean, Harmonic mean, Weighted Harmonic Mean, Relationship between Arithmetic mean, Geometric mean and Harmonic mean- Positional Averages: Median, Mode – Partition values: Quartiles, Deciles, Percentiles Importance , Merits and Demerits of the various Measures of central tendency Properties of a good measure of dispersion - Range, Inter quartile range, quartile deviation, Mean deviation, Mean absolute deviation, standard deviation, coefficient of variation – Chebyshev’s theorem – Measures of Shape: Skewness, coefficient of skewness and kurtosis-The five number summary

UNIT III

Probability: Basic concepts of Probability – Probability assigning techniques, Types of Probability: Marginal, Union, Joint and Conditional Probabilities – Basic probability rules: rule of addition, Rule of Multiplication- Bayes’ Theorem Probability Distribution: Random Variables – Discrete Probability distribution: Mean, Expected value, variance, Standard deviation, Binomial Distribution , Poisson Distribution Continuous probability Distribution: Normal curve, Standard normal probability distribution , Normal approximation of binomial probabilities.

UNIT IV

Sampling and Sampling Distributions: Random sampling methods, Non random sampling methods, Sampling and / Non sampling error, Central limit theorem Estimation & Confidence Intervals-Types of estimates - Point estimates and confidence intervals for a mean and proportion Testing of Hypothesis: Procedure for testing of hypothesis – Hypothesis testing for single population using Z statistics – Hypothesis testing for single population using t statistics –

Hypothesis testing for difference between two population using Z-statistics – F test – Analysis of variance – one way and two way classification.

UNIT V

Chi square Test, Time series and Forecasting: Goodness of Fit test, Test of Independence, Test of homogeneity Correlation & Regression: Concepts of correlation-Types of correlation-Karl Pearson's coefficient of correlation - Types of regression-Regression Coefficients-Method of least square Time series and Forecasting: Components of a time series – Secular trend, Cyclical variation, Seasonal variation and Irregular variation Moving averages & Weighted averages, Quantitative methods for Forecasting - trend analysis, Seasonal variation

Text Books:

1. Bajpai, Business Statistics, Pearson, 2010
2. Levin, Rubin, Statistics for Management, PHI, 2009

Reference Books:

1. Anderson, Sweeney, Statistics for Business and Economics, Cengage, 2009
2. Aczel, Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
3. Beri, Business Statistics Tata McGraw Hill 2010

12MS307 COMPUTER APPLICATIONS IN MANAGEMENT

Credits 0:0:2

Course objective:

This course is designed to enhance the ability of every management student to effectively utilize Information Technology and its advanced features for making quick and impressive decisions for increased productivity and output of individuals and the organization.

Course outcome:

- Demonstrate the application of generally accepted office systems software.
- Provide information literacy for critical analysis of existing work processes.
- Students will enhance analytical skills, as well as improve competency by working on MS Excel.
- Identify ways in which management planning at the strategic, tactical, and operational levels can effect continuous improvements in society.

Unit I

Common Tasks with MS Word processing: Getting Started with Office 2007 - building a better word document - using themes, styles and templates - advanced document formatting – referencing – indexing - professional document tools – letters - envelopes - data driven documents - text management - mail merge

Unit II

MS Excel Application: Editing cells and formatting – conditional formatting - advanced worksheet formatting – creating and editing charts - formulae and functions – H look up – V look up - organizing data with tables and pivot tables - Macros

Unit III

MS PowerPoint: Creating a power point presentation – presentation etiquettes - advanced presentation formatting - hyperlink - adding graphics - multimedia and special effects - planning and delivering a presentation

Unit IV

MS Outlook Application: Outlook Essentials - reading, writing, and organizing email - contacts list - working with calendars and tasks - outlook security and privacy – email etiquettes

Unit V

MS Access and Publisher: Publisher essentials – designing a business card – brochure – newsletter – MS Access Essentials – forms – queries - generating reports – introduction to ERP software modules with basic operating skill development

Term Project: Students will be assigned with real time data from the corporate / industry databases for relevant editing, formatting, interpretation along with presenting and publishing using the programs in MS office.

Text Books

1. Woody Leonhard (2007) Special Edition Using Microsoft® Office 2007 [Special Edition], 1st edition
2. Sudalaimuthu, S., and Raj, S.A. (2008). Computer Application in Business. (1st edn,). India: Himalaya Publishing House.

Reference Books

1. Paul McFedries (2007) Tricks of the Microsoft Office 2007 Gurus, 1st edition Person Education, India.
2. Rajaraman, V. 2002, “Fundamentals of Computers”, New Delhi: Prentice-Hall of India,

12MS308 FINANCIAL MANAGEMENT

Credits 3:0:0

Course objective:

This course aims to acquaint the students with the broad framework of Investment, Financial and Dividend Decision making in a business organization.

Course outcomes:

- Students learn to analyse the financial stability of the company by using EBIT and EPS analysis.
- Students demonstrate and acquire independent decision making skills with respect to the investment decisions and Dividend decisions.
- Students will have awareness in respect of Financial Markets, Capital Markets, and Money Markets.

Unit I

Overview of Financial Management: Finance its interface with other disciplines – Scope – Objectives - Key Decisions of Financial management - Emerging Role of Finance manager ; Time Value of Money: Significance – Discounting technique

Unit II

Investment Decisions: Sources of funds - Capital Budgeting: Evaluation Techniques – Capital Rationing; Cost of Capital: Significance – Components of cost of capital – Specific Cost and Weighted Average Cost of Capital

Unit III

Working Capital Management: Concepts –Types of working capital- Determining Financing Mix – Operating Cycle- Approaches to determine an appropriate financing mix - Significance and Determinants of working capital – Computation of working capital requirement.

Unit IV

Financing and Dividend Decisions: Analysis of Operating, Financial and Combined Leverages – EBIT –EPS analysis; Capital Structure Theories and Planning: Relevance, Irrelevance and Traditional views of Capital Structure – Determinants of Capital Structure – Optimum Capital Structure; Dividend and Retention policies: Determinants of Dividend Policy – Relevance and Irrelevance of Dividend Models

Unit V

Financial Markets and Corporate Restructuring: Money Market: Concept - Structure of Indian Money Market - Call Money Market - Recent Trends of Indian Money Markets; Capital Market: Concept – Primary Market – Secondary Market – Functionaries of Stock Exchange; Corporate Restructuring: Concept – Types of Mergers – Determining Firm's Value – Financing Technique on Equity Shares in Mergers.

Text Books:

1. Khan MY & Jain P K, Financial Management - Text, Problems and Cases, Tata McGraw- Hill Publishing Company Limited, 2011, 6th edition.
2. James C Van Horne & John M Wachowicz, Jr, Fundamentals of Financial Management, PHI Learning Private Limited, 2010, 13th edition.

Reference Books:

1. Brealey-Meyers, Principles of Corporate Finance, The McGraw-Hill Companies, 2006, 7th edition
2. Pandey IM, Financial Management, Vikas Publishing House PVT LTD., 2008, 9th edition.
3. Jonathan Berk, Peter DeMarzo & Ashok Thampy, Financial Management, Pearson Education Inc., 2010.

12MS309 OPERATIONS RESEARCH

Credit 3:0:0

Course objective:

- To understand the systematic approach to allocate scarce resources and optimising people, materials and money and to take managerial decision scientifically.

Course outcome:

- On completion of this course, the student will be able to develop linear programming and integer programming formulations for engineering and economic systems, determine optimal solutions to a variety of mathematical programming problems, and present managerial recommendations based on optimal solutions and sensitivity analysis.

Unit I

Linear Programming: Introduction – Mathematical formulation of a problem – Graphical solutions – General LPP– Artificial Variable Technique – Two Phases Simplex Method - Dual of linear programming problem – Economic interpretation

Unit II

Transportation and Assignment: Transportation - Introduction – Initial basic feasible solution – NWC method – Lease Cost Method – Vogel’s Method – moving towards optimality by applying MODI for non degeneracy - **Assignment Algorithm:** Hungarian Method and problems

Unit III

Game Theory and Sequencing: Games and Strategies – Two – Person Zero Sum game – Maxmin – Minmax Principle – Dominance – Graphical method - **Sequencing problem** – processing of n jobs through 2 machines, 3 machines.

Unit IV

Queuing theory and Simulation: Queuing Theory - Basic queuing situations – single server queuing model M|M|1: FIFO Model - **Simulation** – types of simulation – Monte Carlo simulation – simulation problems

Unit V

Network Models: Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT

Text Books

1. V.K Kapoor, Operations Research Technique for Management, Sultan Chand, (2008)
2. R. Panneerselvam (2009), Operations Research, PHI Learning Private Limited, (2nd edition).

Reference Books

1. Swarup.K.,Gupta, P.K., and Mohan, M. (2008). Operations Research. (14th edn,). New Delhi: Sultan Chand and Sons.
2. S.D.Sharma (2007). Operations Research: Theory and Applications. (3rd edn,). Macmillan India Ltd.,
3. Taha, H. A (2007). Operations Research: An Introduction. (8th Edn.). India: Pearson Education.

12MS310 MARKETING MANAGEMENT

Credits 3:0:0

Course objective:

- This course aims to orient the participants towards principles and basic tenets of marketing discipline by providing exposure to essentials and approaches of marketing today.

Course outcome:

At the end of the course students should be able to:

- Understand, analyse and take marketing decisions for business concerns
- Develop marketing plans for the organisations focusing on consumer markets

UNIT I

Foundations Of Marketing: Marketing: Evolution, Concepts, Functions, Process, Environment; Customer orientation: Creating customer value, equity, satisfaction and loyalty

UNIT I

Marketing Essentials: Industrial and individual buyer behavior: Influencing factors, Customer decision making process; Marketing Research – MIS – Marketing Audit – Marketing Ethics

UNIT III

Marketing Approaches: Segmentation -Targeting - Positioning (STP) – Principles, Types, Methods, Practices; Branding and Brand Equity –Marketing of Services - Marketing plan: Evaluation and Controls

UNIT IV

Marketing Mix: Product: Types, Levels, Hierarchy; Product life cycle - Developing new product

Pricing: Approaches, Methods; Price setting procedures – Responding to price changes

Place: Channel Levels, Dynamics; Retailing and wholesaling – Logistics management

Promotion: Tools - Advertisement, Sales promotion, Personal selling, Public relations

UNIT V

Strategies and Emerging Trends: Strategic Marketing – Portfolio Models – Strategies for Leaders, Challengers, Followers and Nichers – Online marketing – Green marketing – Cause Marketing - Global Marketing: Trends and Challenges

Text Books

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition] 2010
2. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007

Reference Books

1. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
2. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
3. S.A Sherlaker, Marketing Management, Himalaya Publishing House, Delhi.(Latest edition)

12MS311 HUMAN RESOURCE MANAGEMENT

Credits - 3:0:0

Course Objectives:

- to introduce the basic concepts, functions and process of human resource management
- to create an awareness of the role, functions and functioning of human resources division of the organizations
- to build a basic knowledge of the Indian Industrial Relations scenario, in the context of globalization

Course Outcome:

The pursuants of the course shall be able to understand the dynamism and diversity of human resources management, enabling them to effectively handle workforce that is becoming increasingly well informed of their role in transforming organizations to face competitive world.

Unit I

Human Resource Management at Work: Importance of Human Resource to Managers – changing environment of HRM – Human Resource Manager’s proficiencies - Strategic role of HRM - Nature, Scope and Objectives – Traditional HR Vs Strategic HR – Evolution of the concept of HRM – Qualities and role of HR manager - Personnel policies and procedures – TQM and HR – Role of HR in re-engineering

Unit II

Procurement and Development Functions: Human Resource Planning - Job Analysis - recruitment, selection, placement and induction - Training and Development - Job change – Career and succession planning

Unit III

Compensation Administration: concept of wage – pay structure – pay for performance - Incentives and Employee Benefits: concepts and types - Wage and Salary Administration– Executive Compensation – Performance Evaluation - Performance Management: process - methods – Job Evaluation - process and methods.

Unit IV

Maintenance and Integration Functions: Industrial Relations - objectives – Trade Unionism in India – Indian IR frame work - administration of welfare – health and safety – social security - employee grievances - administration of discipline – employee empowerment – collective bargaining
Industrial Relations and Labour Laws: Factories – Payment of Wages – Workmen’s Compensation – Disputes – Provident Fund

Unit V

Audit and Control Function: HR Audit - Human Resource Accounting - controlling manpower costs – MBO – Human Resource Information Systems – Managing Careers: basics of career management – career Management and Employee Commitment – HR function as a factor of competitive advantage

Text Books

1. Human Resource Management, Gary Dessler, Biju Varkey, (2009), Dorling Kindersley (India) Pvt. Ltd
2. Human Resource Management, Rao V S P., (2005) Excel Books: India

Reference Books

1. Human Resource Management, Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, (2007), Tata McGraw-Hill
2. Human Resource Management, Aswathappa. K., (2010) Tata McGraw Hill
3. Human Resource Management, Pravin Durai, (2010) Dorling Kindersley (India) Pvt. Ltd
4. Industrial Relations and Labour Laws, B D Singh (2008) Excel Books

12MS312 RESEARCH METHODOLOGY FOR MANAGEMENT

Credit 3:0:0

Course Objectives

This course aims to develop an insight of research methodology and focuses on creating fundamentally strong researchers, thereby leading to better research work by future academicians and managers. Skills acquired in this course include the ability to put a business problem into a methodological framework and perspective and thereby manage organizations through better decisions. The students will also acquire research skills, a good work ethic, knowledge of research terminologies and better communication skills.

Learning Outcome:

At the end of this course students will learn and understand

- The meaning and procedures of research in management
- Various research designs, problem identification, formulation.
- Measurement design and Sampling design
- Data acquisition data preparation and methods of data analytics
- The preparation of a research proposal
- Ethical considerations in research and report writing

Unit I

Introduction: Research: Meaning – Objectives – Characteristics – Research in social science. Research process: Steps – Research Design: Types of Research Design – Problem formulation – Review of Literature – Development of Framework - Hypothesis – Objectives-Types of research.

Unit II

Measurement design and Sampling Design : Instrument development - Measurement – Characteristics of sound measurement: Reliability and validity – Data types: Nominal, ordinal, interval and ratio scales – Scaling techniques. Sampling – Nature – Process of sampling – Sampling Techniques: Probability and non-probability sampling – determination of sample size.

Unit III

Data collection, data preparation and preliminary data analysis: Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation – Secondary data sources- Collecting data online .Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding –Tabulation – Cross Tabulation.

Unit IV

Hypothesis testing -Selection of techniques: Differences between Parametric and Non-parametric tests – Selection of techniques: Test of significant differences (parametric and non-parametric) – Rules for choosing a test- Assumptions underlying each test. Introduction to Univariate, Bivariate and multivariate analysis

Unit V

Research Proposal - Ethical considerations in research and Report Writing: Research proposal: Purpose –content and requirements-Ethical considerations in Research – Report Writing: Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables- Formats of reporting– Bibliography.

Text Books:

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M.(2009). Management Research Methodology. Pearson Education: India
2. Marczyk,G., DeMatteo,D., and Festinger, D. (2005). Essentials of Research Design and Methodology. John Wiley & Sons, Inc:US

Reference Books:

1. Cooper, D., and Schindler, P. (2006). Business Research Methods. (9th edn.), Tata McGraw Hill: India
2. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning:India.
3. Bryman A and Bell E. (2010). Business Research Methods,(2nd Edn),Oxford University Press: India

12MS313 PRODUCTION AND OPERATIONS MANAGEMENT

Credit 3:0:0

Course objective:

- To learn how to produce goods and services of right quality and quantity at the right time and right manufacturing cost
- To understand the various factors influencing Efficiency, Productivity, Economy, Quality and reduced processing time
- To understand the importance of Planning in Production management and to learn the various tools available for Production planning
- To learn to process of optimizing the production process through proper process and layout planning
- To understand the principles behind Total Quality Management and learn the tools for Quality management

Course Outcomes:

- Develops an understanding of the interrelationships between operations and the other functional areas of an organization and relate to overall organization strategy, effectiveness, performance and career management.
- Develop creative solutions to current Operations Management problems.
- Learns to identify issues such as fast response, strategy, capacity planning, process design, productivity, supply chains, and scheduling.

- Develops an appreciation of how to make efficient use of an organization's available resources, making sure that there exists an adequate capacity when called upon.
- Learns to understand how all of this can add value to an organization.

UNIT I

Introduction: Significance of Operations Function - Products and Services Concepts- Characteristics and Different Systems - Evolution of Operations Management Discipline.- Operations Strategies in Global Economy-Competitive Priorities- Elements of Operations strategy, Competitive Positioning of Products and Services- Strategic and Tactical Decisions of Operations Management - Concept of Productivity

UNIT II

Product, Process Strategy and work study: Sources of Product Innovation - New Product Development-Design for Manufacturability, Design for Selling, Design for Quality, DFX- Product Life Cycles and Manufacturing Strategies for different stages in product life cycle- Types of production system Standardization and Simplification Value Engineering- Designing Service Products.- Process Focus, Product Focus, and Repetitive Focus- Special Considerations and Approaches in Service Strategies
Work Study: Method study, Time study and Work Sampling

UNIT III

Layout and Inventory Control: Layout and Location Strategy: Types of layout- Process Layout-Product Layout – Fixed Position Layout- Advantages and Disadvantages-Cellular Layouts - Line Balancing - Factors Affecting Location Decisions- Methods of Evaluating Location Alternatives - Location Considerations in Service / Retail sector
Materials Management and Inventory Control: Integrated Materials Management – Inventory control – Models of Inventory – Purchase Management – Stores Management

UNIT IV

Production Planning in Manufacturing: Aggregate Planning and Master Production Scheduling: Nature of Aggregate planning decisions, Aggregate panning decisions, Aggregate planning methods- Master production scheduling: Objectives, Developing a Master production schedule
Materials Requirement Planning: Objectives of MRP - Elements of MRP - MRP system – Lot - Sizing Technique

UNIT V

Quality Management: Quality Systems – Significance of Quality Management- Dimensions of Quality- ISO 9000 and ISO 14000 Standards - Statistical Concepts in Quality Control - Control Charts for Variables – Control Charts for Attributes-Total Quality Management- PDCA cycle- 7QC Tools – Quality Function Deployment 5S - Non Value Adding activities- 7 Wastes - Total Preventive Maintenance: objectives, Waste elimination, Benefits and Pillars – Quality Assurance System

Text Books

1. Heizer, Barry Render, Jagadeesh Rajashekhar, Operations Management, Pearson 2009
2. Paneerselvam, Production and Operations Management, PHI 2009

Reference Books

1. Gaither, Frazier, Operations Management, Cengage Learning 2009

2. Richard, Chase ,Jacobs, Aquilano Operations Management for Competitive Advantage, Tata McGraw- Hill 2010
3. Chary, Productions and Operations Management Tata McGraw- Hill Publishing 2009
4. Aswathappa, Bhat Production and Operations Management Himalaya Publishing House 2010
5. Upendra Kachru Production and Operations Management: Text and Cases Excel Books 2009

12MS314 PROJECT MANAGEMENT

Credits: 3:0:0

Course Objectives:

- To learn concepts of project management, its role, project life cycle, structure & processes.
- To make student understand the key project management activities:
- To give a comprehensive learning on the different phases of project initiating, planning, executing, monitoring and closing.

Course outcome:

- At the end of this course, students will be able to manage projects in any industry.
- They can also take on the Certified Associate of Project Management (CAPM) examination conducted by PMI (subject to the guidelines prescribed by PMI)

Unit I

PM Fundamentals: Course description- Initiating the Project - Develop Project Charter- Develop Preliminary Scope Statement- Planning the Project- Scope Planning- Scope Definition- Create WBS - Activity Definition- Activity Resource Estimating- Activity Duration Estimating- Activity Sequencing.

Unit II

Cost Estimating- Cost Budgeting- Risk Management- Risk Identification- Qualitative Risk Analysis- Quantitative Risk Analysis- Risk Response Planning- Human Resource Planning- Quality Planning- Communications Planning- Plan Purchases and Acquisitions- Plan Contracting- Schedule Development- Developing Project Management Plan

Unit III

Executing the Project: Direct and Manage Project Execution- Acquiring the Project Team- Developing the Project Team- Information Distribution- Quality Assurance- Request Seller Responses- Seller Selection

Unit IV

Monitoring and Controlling the Project: Scope Verification- Monitor and Control Project Work- Integrated Change Control- Quality Control- Schedule Control- Cost Control- Risk Monitoring and Control - Scope Control- Contract Administration- Managing the Project Team- Performance Reporting- Manage Stakeholders-Closing the Project- Contract Closure- Close Project-Other Information

Unit V

Professional Responsibility for project managers – Respect – Fairness – Honesty – Ethics - Cultural competencies – Do's and Don't's of Managing Global Projects

Text Books:

1. PMBOK Guide issued by the Project Management Institute, USA 4th edition (2008)
2. Paul Sanghere. (2008), PMP in depth: Project management professional study guide for PMP & CAPM exams, Cengage Learning

Reference books:

1. Verma VK (1995), Organizing project for success, Newtown square, PA, PMI
2. Levin & Flannes (2005) , Essential people skills for project manager, Vienna VA, Management Concepts Inc.
3. Claudia M.Baca (2009), Project management for Mere mortals, Pearson Education
4. Chandrasekaran A. (2009) 'Road to Success' Project Management Preparatory course ware. Infycareer (P) ltd.

12MS315 ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS MANAGEMENT**Credit: 3:0:0****Course Objectives:**

Each student taking this course will be able to reveal the Entrepreneurial spirit in him/her and ignite the ability to take risks and think out of the box. At the end of the course each student will be able to:

- Understand and appreciate the theories and practices of entrepreneurship
- Develop entrepreneurial behavior, skills and competencies
- Generate new ideas and evaluate the same with quantifiable techniques
- Apply the knowledge in solving personal and social problems.
- Dream and make choices for their future advancement and or the organization they work for, and
- Write a business plan for creating a small project

Course Outcome:

- The student will be able to appreciate the value and importance of entrepreneurship in India and its contribution towards the development of the economy
- The participant will be able to understand the nuances of motivating young entrepreneurs, design and offer developmental programs
- The student will develop the required skills to evaluate the market, economic and technical environments before launching a start up business
- The student will be aware about the various financial terminologies and their applications for an entrepreneurial venture and
- The participant will be able to wisely advice and help start up firms and fresh entrepreneurs about the Government regulations and subsidies

Unit I

Fundamentals of Entrepreneur and Entrepreneurship: Entrepreneur – Definitions & Concepts - Characteristics of Entrepreneurs - Types of Entrepreneurs - Difference between Entrepreneurs and Intrapreneurs – Family Business - Women Entrepreneurs - Growth of Entrepreneurship in India – Role of Entrepreneurship in the economic development

Unit II

Entrepreneurial Development: Motivation for Entrepreneurs – Process of Entrepreneurial Development - Entrepreneurial Development Programmes - Need for EDPs – Objectives of

EDPs – Social Entrepreneurship – Rural Entrepreneurship - Risk Management – Idea generation and Business plan writing

Unit III

Small and Medium Enterprises: SMEs - Characteristics & Ownership structure of SMEs – Proprietorship – Partnership – Company – Co-operative – selection of an appropriate form of ownership structure - Steps involved in setting up a small business – Market survey and Research – Techno, economic and societal feasibility Assessment - Preliminary Project Report – Intellectual Property Rights (IPR)

Unit IV

Government and Institutional Support: Institutional Support to Entrepreneurs – Importance of Seed funding, Angel investors and Venture Capitalist - Sickness in small business – Micro, small and Medium Entrepreneurs – Ministry of MSMEs - Government Policy for small scale enterprises.

Unit V

Growth Strategies in Small Business and Industrial Sickness and Rehabilitation: Objectives of growth – stages of growth – types of growth strategies – expansion – diversification – Joint Venture – Merger – Sub-contracting. Concept of Industrial Sickness- Signals and Symptoms of Sickness – Corrective measures

Text Books

1. Hisrich, R.D., Peters, M.P., and Shepherd, D.A. (2007). Entrepreneurship. (6th edn.) India: Tata McGraw Hill
2. Dr. S. S. Khanka (2011). Entrepreneurial Development. S. Chand & Company Ltd. (4th Edition)

Reference Books

1. Charantimath, P.M. (2009). Entrepreneurship Development and Small Business Enterprise. (1st edn.), India: Pearson Education.
2. Bruce R Barringer., R Duane Ireland (2009) Entrepreneurship – Successfully Launching New Ventures (1st edn.) India, Pearson Education.
3. Desai, V. (2007). Dynamics of Entrepreneurial Development. (4th edn.), India: Himalaya Publishing House.

12MS316 BUSINESS, GOVERNMENT AND INTERNATIONAL ECONOMY

Credit: 3:0:0

Course Objective:

To understand the overall business environment and evaluate its various components in business decision making

Learning Outcome:

The course helps the students to familiarize with the nature of business environment and its Components. The course contents facilitate the students to develop conceptual framework of business environment and generate interest in international business

Unit I

Business Environment: Scope – Business Objectives – Business environment: Environmental factors - Types– micro environment –macro environment – global environment –competitor analysis –environment analysis – forecasting techniques

Unit II

Economic Concepts: Introduction to economy – importance of macro economics – macroeconomic issues – the fundamental economic problem – scarcity and choice – production possibility frontier – circular flow models of economy

Unit III

Markets and Government: Consumers, producers and efficiency of markets – consumer surplus - producer surplus – market efficiency – evaluating market equilibrium – GDP – National Income - measurement of national income– Role of Government in economic systems.

Unit IV

Demand and Supply: Theory of income determination (Keynesian concepts) – Aggregate supply and Aggregate demand function – income determination in different models – investment and multiplier - Business cycle and global recession - Money – demand for money – supply for money - Unemployment and inflation – Fiscal policy and monetary policy

Unit V

International Relations: Economic growth and development – GATT and WTO – Regional Groupings or Trading blocs: BRIC, SAARC and SAPTA, SAFTA, EU, LAFTA, NAFTA, EFTA, MERCOSUR, G-3, G-4, G-7 and 8, G-77 countries, World Bank Institutions (IBRD, IMF, IDA, MIGA and IFC).

Text Books:

1. Francis Cherunilam, Business Environment- Text and Cases, Himalaya Publishing House, New Delhi (latest Edition)
2. William Boyes & Michael Melvin, Macro Economics, Houghton Mifflin Company, Latest Edition.

Reference Books

1. Divedi D N, Macroeconomics – Theory and Practice, McGraw-Hill Publications (Latest Edition).
2. Markin, Principles of Macro Economics, Change Learning India Private Limited (Latest Edition).
3. Paul Samuelson and William Nordhaus, Economics, Tata McGraw-Hill Education Private Limited, (Latest Edition).

12MS317 MANAGEMENT INFORMATION SYSTEM

Credit 3:0:0

Course objectives:

At the end of the course, the students should be able to understand:

- Fundamentals of information system
- Types of information systems
- E-commerce and functional business systems
- Computer Networks and its security issues

- Knowledge about infrastructural requirement for IT in an Organization

Learning outcome:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about MIS in business
- Apply the concepts of Information systems in business
- Address the business needs for E-commerce and Internet

Unit I

Fundamentals of information systems: Historic development of MIS:- From Transaction Processing System to Artificial intelligence.-Concept of MIS - Components of information system -Role / uses of information systems in business-Information system knowledge needed by business professionals-Managerial challenges of information systems- - Information system resources.

Unit II

Information systems: Types of Information system -Operating support system:-Transaction Processing System/Cycle ,Process control, Enterprise collaboration-Management support system(Management information system, Decision support system, Executive information /support system)-Expert system:-Application, advantages and limitations.-Application software-system software-DBMS:-Functions/ advantages and disadvantages.

Unit III

E-commerce & Functional business systems: E-commerce:-Scope, processes, Trends.- Functional systems like Manufacturing system, Marketing system-Human resources system, Accounting systems -ERP: Meaning -Benefits/challenges in implementing /Trends/ERP failure in MNC companies(Cases).

Unit IV

Networks and Security management: LAN,MAN,WAN-Application of network-Topology-Meaning and uses of cloud computing in business-Business use of Internet –Role of intranet, extranet in business-Wireless technologies –Role of WiFi and challenges-Internetworked security defenses-Other Security measures(Security code, backup files, security monitors , Biometric, computer failure control, Disaster recovery, Information system control& audit).

Unit V

Infrastructure & Management of IT: Implementing business systems (Process/activities)- Information system planning (ISP) Process and need- Organizing information systems - Hardware requirements-Software requirements- Service requirements –Managing the Information system function-managing organisation change -Failures in IT management.

Text books:

1. James A O'Brien & George M maracas ,Management Information system,7th edition (2007), Tata McGraw –Hill Companies ,New Delhi.
2. Lisa Miller, “Management information system”, Pearson Education

Reference books:

1. P.T.Joseph,S.J.Sanjay Mohapatra, ”Management Information system in Knowledge Economy”, 1st

2. Edition (2008), PHI learning Pvt Ltd, New Delhi
3. Haag, S., Cummings, M., and Phillips, A. (2008), Management information system. 6TH Edition, Tata Mc-Graw Hill, India

12MS318 DATA ANALYSIS FOR BUSINESS DECISIONS

Credits 0:0:2

Course Objectives

The objectives of this course are to make the students understand:

- Inferential statistics, testing of hypothesis through techniques such as correlation regression, Non Parametric tests, Multivariate techniques and Path Analysis.
- Emphasize the art of model formulation and analysis using SPSS, AMOS and MS Excel.

Learning Outcome:

At the end of the course the students will be able to:

- Perform hypothesis testing for data collected through SPSS.
- Create models and test their veracity using multivariate techniques.

Unit I

Essentials of Data Analysis: Data preparation: Data collection, Data management, Data summarisation, Data validation, Missing value analysis - Multiple response set – Scale of Measurement – Classification of Data Analysis: Univariate, Bivariate and Multivariate – Frequency, Descriptives - Overview of SPSS functions – Reliability - Validity

Unit II

Parametric Techniques: T – test, Z – test, Bivariate Correlation, One-way ANOVA, Two-way ANOVA with interaction - POST HOC Multiple Comparison Tests - Correlation, Multiple Correlation, Partial Correlation, Part Correlation - Bivariate Regression - ANCOVA

Unit III

Non-parametric Techniques: Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test, Kolmogorov – Smirnov Test, Fisher Exact Test, Goodman and Kruskal Lambda Test, Kendall’s Coefficient of Concordance, Goodman and Kruskal’s Gamma, McNemer Test, Walsh Test, Kruskal – Wallis One Way ANOVA ; Terpstra–Jonckhere Test, Friedman Two-way ANOVA, Cochran’s Q Test

Unit IV

Multivariate Techniques: MANOVA – Multiple Regression – Exploratory Factor Analysis (EFA)– Discriminant Analysis, Conjoint analysis, Correspondence analysis, Multi Dimensional Scaling, Cluster analysis - Dummy regression, logistic regression, Time series – ARIMA, Auto Regression, Auto Correlation, Canonical Correlation

Unit V

Advanced Techniques: Path Analysis – Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) through AMOS (only basics) - Neural Networks

Text Books

1. Naresh K. Malhotra, Satyabhushan Dash (2009), Marketing Research, (Ed. 6) Prentice-Hall International Ltd., London

2. Dawn Iacobucci, Gilbert A. Churchill, D. Israel(2009), Marketing Research: A South Asian Perspective, Pearson Education, Delhi.
3. Nargundkar, R. 2006.Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.

Reference books

1. Hair, J. F. Jr., Anderson, R.E., Totham, R.L. and Black W.C. (2007). Multivariate Data Analysis. (Ed. 6). Prentice-Hall International Ltd., London.
2. Hair, J. F. Jr., Bush, R. P., and Ortinau D.J. 2003. Marketing Research. Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. D. Israel (2009), Data Analysis in Business Research, Sage Publications, India.

12MS319 STRATEGIC MANAGEMENT

Credits: 3:0:0

Course objectives

- To acquire familiarity with the principle concepts, frameworks and techniques of strategic management.
- To develop a holistic perspective of an organization and to enable the students to analyse the strategic situation and to access strategic options available to the organization and to implement the strategic choices made by it.
- To integrate the knowledge gained in previous and parallel courses.

Course outcome:

At the end of the course the students will be equipped with:

- Analytical platform to formulate, evaluate, and implement strategies of relevance to firms.
- Ability to analyze external opportunities & threats and internal strength and weakness of a firm
- To propose a sensible strategic plan, by combining strategic management theories and previous corporate lessons.

Unit I

Introduction to Strategy: Levels of Strategy, Definitions, Stages of Strategic Management; Key terms in Strategic Management - Strategic Management in different context; Challenges of Strategic Management - Vision, Mission, Goals and Objectives.

Unit II

Strategic Position: The Macro–environment, Industries and Sectors; Competitors and Markets; Opportunities and Threats, Strategic Capability, Cost efficiency, Value chain and Value network – Activity maps - Benchmarking

Unit III

Business Level Strategies : Identifying Strategic business units; Sustaining competitive advantage – Competitive strategy in hypercompetitive conditions – Competition and collaboration

Unit IV

Strategy Implementation and Control : Nature of Strategy implementation – Annual objectives; Policies; Resource allocation; Managing conflict - Matching structure with strategy – Restructuring, Reengineering and E-engineering – Linking performance and pay to strategies – Managing resistance to change – Creating strategy supportive culture

Unit V

Strategy Evaluation: The nature of strategy evaluation – Framework – Balanced scorecard – contingency planning, Auditing - Challenges in strategic management - Environmental sustainability. Multinational Organizations; Advantages and disadvantages of International Operations – Global Strategic alliances – Joint ventures in India – Corporate Governance

Text Books:

1. Fred R.David, Strategic Management Concepts and Cases (Thirteenth Edition) Prentice Hall.
2. Azhar Kazmi, Strategic Management and Business Policy (Third Edition) Tata-McGraw Hill.

Reference Books:

1. Gerry Johnson, Kevan Scholes and Richard Whittington, Exploring Corporate Strategy Text and Cases (Seventh Edition) Prentice Hall
2. Charles W.L.Hill & Gareth R. Jones – Strategic Management Theory; An Integrated approach , 9th Edition South Western Cengage Learning
3. Michael A.Hitt, Duane Ireland & Robert Hoskisson – Strategic Management Competitiveness and Globalisation 7th Edition, Thompson Southwestern.
4. David Hussey – Strategic Management from Theory to Implementation, 4th Edition, Butterworth Heinemann.

12MS320 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Credits 3:0:0

Course Objective:

The course provides a multidisciplinary approach to business ethics by integrating moral philosophy, applied ethics, management, political economy, and political theory. The first part of the course focuses on the main theories of applied ethics as well as the main moral principles, issues and dilemmas of the business world. The second part of the course focuses on the in-depth knowledge of developments in the broad field of CSR (corporate social responsibility), developments, / not only in terms of corporate activities and trends, but also in terms of the thinking about business and its role in society that the concept of CSR involves.

Learning Outcome:

On successful completion of these module students will gain knowledge of the main concepts and theories on business ethics and CSR:

It will enhance students understanding of the social, economic, legal and ethical responsibilities of corporations, governments and non-governmental organizations. It will improve their decision making skills and encourage their sensitivity to socio-cultural issues of the business world. The course will also help them to develop critical and analytical skills as well as apply them in different business contexts. Following are the specific outcomes of the course:

- A good grasp of the rationale of main ethical theories (deontology, utilitarianism, virtue ethics, moral relativism).
- Good understanding of how moral culture influence business world and the decision making of business leaders.
- Basic knowledge of how protestant ethics and the spirit of capitalism historically influenced the development of entrepreneurship.
- Theories of Corporate Social Responsibility and the practical, strategic dimensions of CSR.

Unit I

Ethics in Business: Business Ethics and issues – moral development and reasoning – utilitarianism – justice and fairness - free markets, trade and utility. Ethics in market place: Perfect Competition – monopoly competition - oligopolistic competition and public policies.

Unit II

Ethics and Environment: Concepts of Environment, ecology, natural resources – ethics and environment – environmental deterioration – ethics of pollution control - development and environmental quality – components of environmental management. Preventive environmental policy – Environmental Impact Assessment (EIA) – Environmental impact Statement (EIS) – environmental impact and risk assessment – environmental audit in India – Global and National policies on environment protection.

Unit III

Functional Ethics: Ethics of job discrimination – nature, extent – discrimination: utility, rights and justice – employees responsibility toward the firm – firm’s duties to the employee – employee rights.

Unit IV

Corporate Social Responsibility: Introduction and overview: corporate social responsibilities – the meaning, concept and definition-techniques and tools of CSR: strategy, communication, organization -global challenges and trends-social, environmental

Unit V

CSR Stake holders: CSR-stake holders-CSR and corporate behaviour-organizations as open system. Business responses: corporate social responsibility-corporate sustainability-business ethics - globalization and CSR-challenges and opportunities of corporate stakeholder management-climate change.

Text Books

1. Velasquez, M.G. (2009). Business Ethics. (6th edn.), Tata McGraw Hill: India
2. A.B. Carrol, Ed. Managing CSR, Boston, MA: Brown and company, 19773.

Reference Books

1. Karuppasamy, R., and Bindusha, H.C. (2008). Intellectual Property Rights. (1st edn.), India: Himalaya Publishing House.
2. Reddy, B. (2007). Knowledge Management: Tools for Business Development. (1st edn.), India: Himalaya Publishing House.
3. Jatana, David Crowther (2007) Corporate Social Responsibility Deep & Deep Publication Pvt.
4. A.C.Fernando, Business Ethics, an Indian Perspective, Pearson Education, New Delhi, 2009

5. Renu Jatana (2010) Corporate Social Responsibility, Deep & Deep Publication.

12MS321 ADVANCED MANAGERIAL SKILLS

Credit: 2:0:0

Course Objectives:

- Understand the fundamentals of creativity and innovation, and group decision making.
- Understand the concepts of Emotional intelligence as related to leadership and its application in organizations.
- Understand corporate governance and its implications
- Understand organizational communication process.
- Understand teams and groups and their roles in organizations.

Course outcome:

At the end of the course, the students will be able to:

- Recognise the importance of creativity thinking in the present time.
- Discuss the role of Emotional intelligence in leadership.
- Compare the outcome of good and poor governance
- Use different communication techniques depending on the situation
- Demonstrate the qualities of a team player

Unit I

Creativity: Concept of innovation and creativity – Various forms of management creativity – Creative intelligence – 4 P's of creativity and theories behind those ideas – Creativity in managerial roles – Group problem solving – Group decision making – Group think – Brain storming – stimulating organizational creativity- Decision making in organizations (Bounded rationality, Intuition).

Unit II

Emotional intelligence & Leadership: Defining Emotional intelligence – Difference between IQ & EQ – Theory of Emotional intelligence - Models of EQ (Ability model, Mixed model and Trait EI model) – Emotional intelligence & Leadership – EI in organizations - Problem solving & analytical skills – Attributes of effective leaders & Emotional Intelligence – Transactional and Transformational leadership – Servant leadership – Visionary leadership.

Unit III

Corporate Governance: Corporate governance – meaning – Difference between management and governance - Essentials of good governance (obligations to society, investors, employee, customer & managers) - Potential consequences of poor corporate governance - Business failure and real time issues – Implementation of IT for corporate governance.

Unit IV

Organizational communication: Communication – Verbal and Non-verbal communication – Functions of communication – Communication model – Barriers to effective communication – Direction of communication – Formal vs. Informal communication – Choice of communication channels – Cross cultural communication – Electronic

communication – Presentations – Organizing effective meetings – Transactional analysis – TA for effective communication.

Unit V

Understanding teams: Groups definition – Classifying groups – Group structure (Formal leadership, roles, norms, status, size, composition, cohesiveness) – Teams – Stages of team building - Types of teams (problem solving teams, self-Managed teams, Cross functional teams, Virtual teams) – Shaping team players – Teams advantages to organizations – Conflicts – The conflict process – Conflict management and avoidance strategies in organizations – Negotiation process .

Text Books:

1. Robbins S.P., “Organizational Behavior,” 13th Edition New Delhi: Pearson Education, 2009.
2. Flatley, M. E. Lesikar, R. (2004) Basic business communication (10th edition) Irwin professional publication.
3. Pradip N. Khandwalla (2003) Corporate Creativity, (2nd edition) Tata Mc. Graw Hill publishing company Ltd. India.
4. Robert N Lussier & Christopher F Achua (2007) Effective Leadership (3rd edition), Thomson South-Western, USA.
5. Fernando, A.C.(2006), Corporate Governance principles policies and practices, (1st edition) Pearson education, India.

References Books:

1. Philip Sadler (2003) Leadership, (2nd Edition) Koga Page, USA
2. Agarwal, Tailor, Human Resource management, RBSA publishers, Jaipur, India, 2009.
3. John L. Colley, Corporate Governance Jacqueline L. Doyle, Published 2003 Mc Graw Hill Professional.
4. Robert Sternberg, Handbook of creativity, Cambridge University Press.

DEPARTMENT OF LAW

LL.M. PROGRAMME ON IPR (INTELLECTUAL PROPERTY RIGHTS)

LIST OF SUBJECTS AND SYLLABI

Sl. No.	Sub. Code	Name of the Subjects (Core)	Credits
1	12LA301	Judicial Processes	4:0:0
2	12LA302	General Principles of Intellectual Property	4:0:0
3	12LA303	Law Relating to Copyright	4:0:0
4	12LA304	Legal Education and Research Methodology	4:0:0
5	12LA305	Law Relating to Patents	4:0:0
6	12LA306	Law Relating to Trade Marks	4:0:0
7	12LA307	Industrial Designs & Intellectual Property Rights	4:0:0
8	12LA308	International Intellectual Property Law	4:0:0
9	12LA309	Doctrinal and non-Doctrinal Research Methods	0:0:4
10	12LA310	Clinical Legal Education and Method of Teaching	0:0:4

12LA301 JUDICIAL PROCESS

Credits: 4:0:0

Course Objective

- To study the nature of judicial process as an instrument of social ordering.
- To expose the intricacies of judicial creativity and the judicial tools and techniques employed in the process.
- To familiarize the students with various theories, different aspects and alternative ways of attaining justice.

Course Outcome

- The student will be able to understand the nature of judicial process and exhibit creativity through legal reasoning.
- Student will be able to use tools and techniques in policy making in accordance with the concept of justice and dharma in Indian thought.
- Will be able to analyze cases of Supreme Court and can relate the influence of theories of justice in the judicial process.

Unit I

NATURE OF JUDICIAL PROCESS: Judicial process as an instrument of social ordering - Judicial process and creativity in law - common law model - Legal Reasoning and growth of law - change and stability. The tools and techniques of judicial creativity and precedent. Legal development and creativity through legal reasoning under statutory and codified systems.

Unit II

SPECIAL DIMENSIONS OF JUDICIAL PROCESS IN CONSTITUTIONAL ADJUDICATIONS: Notions of judicial review - 'Role' in constitutional adjudication - various theories of judicial role. Tools and techniques in policy-making and creativity in constitutional adjudication. Varieties of judicial and juristic activism. Problems of accountability and judicial law-making.

Unit III

JUDICIAL PROCESS IN INDIA: Indian debate on the role of judges and on the notion of judicial review. The "independence" of judiciary and the "political" nature of judicial process. Judicial activism and creativity of the Supreme Court - the tools and techniques of creativity. Judicial process in pursuit of constitutional goals and values - new dimensions of judicial activism and structural challenges. Institutional liability of courts and judicial activism - scope and limits.

Unit IV

THE CONCEPTS OF JUSTICE: The concept of justice or Dharma in Indian thought. Dharma as the foundation of legal ordering in Indian thought. The concept and various theories of justice in the western thought. Various theoretical bases of justice: the liberal contractual tradition, the liberal utilitarian tradition and the liberal moral tradition.

Unit V

RELATION BETWEEN LAW AND JUSTICE: Equivalence Theories - Justice as nothing more than the positive law of the stronger class. Dependency theories - For its realization justice depends on law, but justice is not the same as law. The independence of justice

theories - means to end relationship of law and justice - The relationship in the context of the Indian constitutional ordering. Analysis of selected cases of the Supreme Court where the judicial process can be seen as influenced by theories of justice.

Reference Books

1. Julius Stone, "The Province and Function of Law", Part II, Chs. 1. 8-16, Universal, New Delhi, 2000.
2. Cardozo, "The Nature of Judicial Process" Universal, New Delhi, 1995.
3. Henry J. Abraham, "The Judicial Process", Oxford University Press, 1998.
4. Stone, J., "Precedent and the Law: Dynamics of Common Law Growth", Butterworths, 1985.
5. Friedmann, W., "Legal Theory", Stevens, London, 1960.
6. Bodenheimer, "Jurisprudence - the Philosophy and Method of the Law", Universal, Delhi, 1997.
7. Stone, J., "Legal System and Lawyers' Reasonings", Universal, Delhi, 1999.
8. Baxi, U., "The Indian Supreme Court and Politics", Eastern, Lucknow, 1980.
9. Rajeev Dhavan, "The Supreme Court of India - A Socio - Legal Critique of its Juristic Techniques", Tripathi, Bombay, 1977.
10. John Rawls, "A Theory of Justice", Universal, Delhi, 2000.
11. Edward H. Levi, "An Introduction to Legal Reasoning", University of Chicago, 1970.

12LA302 GENERAL PRINCIPLES OF INTELLECTUAL PROPERTY

Credits: 4:0:0

Course Objective:

- To introduce the theoretical background of intellectual property protection in the context of TRIPS agreement
- To introduce various theories of private property protection and its relation to various items protected under the TRIPS.
- To examine the conflicting philosophical justification for the protection of these items

Course Outcome:

- Students will be able to protect IP based on TRIPS agreement
- The impact of modern intellectual property related to software and Biotechnology will be well understood
- Will be able to impose regulations of environmental hazards and human right issues in IP protection

Unit I

INTRODUCTION TO INTELLECTUAL PROPERTY: A brief description of the subject: Definition of intellectual property – Importance of Intellectual property – Proprietary Rights – Non- Proprietary Rights – Constitutional protection of property and intellectual property. Common features of Intellectual Property Rights: Territoriality – Anticompetitiveness – Traceability – Independence – Divisibility – Volatility. Sources of IP law: National Sources – International sources – Treaties and conventions.

Unit II

UNDERLYING THEORIES OF INTERNATIONAL IP PROTECTION: The philosophical debate over the nature of intellectual property: Utility of a natural right – The theory of property – Natural law theory – Locke’s labour theory – Hegel’s individual will theory – Bentham’s utilitarian theory – Prospect theory – Contract theory – Reward theory – Incentive theory – Marxian theory. Economic considerations: Intellectual property and international trade – Economics of intellectual property – the economic impact of intangibility. Striking balance between public interest and private interest. Intellectual property as positive right and negative right. Commercial exploitation of intellectual property.

Unit III

ORIGIN AND DEVELOPMENT OF INTELLECTUAL PROPERTY PROTECTION: Historical development of copyright, patent, trademark, industrial design, undisclosed information, geographical indication, semiconductor chips and traditional knowledge. Historical development of international IP protection: Paris convention – Berne convention – Madrid agreement – WIPO treaties – TRIPS agreement – Biodiversity convention

Unit IV

ECONOMIC DEVELOPMENT OF IP PROTECTION: Globalization of WTO and TRIPS agreement in the Indian context – Research and development (R&D) in IP protection – Transfer of Technology – Impact of Doha declaration – IP in European union – Harmonization of IP protection – Enforcement of intellectual property right

Unit V

IMPACT OF MODERN INTELLECTUAL PROPERTY: Copyright issues in computer software: Copyright piracy – Privacy issues. Patenting on software: U.S. and U.K. position – software patent and Indian Patent Act. IP in Biotechnology: Nature and types of Biotechnology patent – Patent on life forms – Seed patenting and plant patenting. Patent on Nanotechnology. Regulations of environmental hazards and human right issues in IP protection: Patent on hazardous invention – Patent on micro-organism and environmental issues – Patenting seeds and the impact on agriculture sector – Patent on pharmaceutical invention and the role of MNCs – Non-affordability of life saving medicines – Copyright and human rights

Reference Books

1. WIPO, Reading Materials on Intellectual Property
2. Cornish, W.R., “Intellectual Property”, Sweet & Maxwell, London, 2000.
3. Hilary Pearson and Clifford Millar, “Commercial Exploitation of Intellectual Property”, Blackstone Press, 1990
4. William H. Lesser and Robert T. Masson, “An Economic Analysis of the Plant Variety Protection Act”, American Seed Trade Association, 1983.
5. Ronald V. Betting, “Copyrighting Culture, The Political Economy of Intellectual Property”, Westview Press, 1996
6. Iver P. Cooper, “Biotechnology and the Law”, Thomson West, 2002.
7. Cary Fowler, “The Laws of Life: Another Development and New Biotechnologies”, Development Dialogue, 1988.
8. Michael Blakeney, “Trade Related Aspects of Intellectual Property Rights: A Concise Guide to the TRIPS Agreement”, 1996.

Credits: 4:0:0

Course Objectives:

- To expose students the items covered under copyright law
- To introduce students to Ownership and assignment of rights and terms of copyright
- To impart knowledge on Infringement of copyright and protection

Course Outcome:

- Students will be able to practice law relating to copyright
- Will be able to handle civil, criminal and Administrative approaches and enforceability
- Students will be equipped to deal with protection of computer programme under copyright and to protect data bases

Unit I

HISTORICAL DEVELOPMENT OF COPYRIGHT: Nature and scope of copyright protection – Items covered under copyright and the test of originality – Idea and expression dichotomy in copyright law. Doctrine of Merger – Copyright a statutory right – registration mandatory or not procedure followed.

Unit II

OWNERSHIP AND ASSIGNMENT OF RIGHTS: First owner, Joint owner, rights of the owner – moral rights of author – Employer & employee relationship and transfer of ownership – assignment of rights, licensing of rights – Terms of copyright

Unit III

INFRINGEMENT OF COPYRIGHT: Principles for deciding infringement of copyright – Factors involved in determination of infringement – acts that are not infringement – statutory exception – fair use – secondary infringement.

Unit IV

COPYRIGHT: civil, criminal and Administrative approaches and enforceability – collecting societies – nature and function

Unit V

CHALLENGES: Protection of computer programme under copyright – rights given to the authors and protection in the context of digital technology – Data base protection

Reference Books:

1. Chaturvedi, R.G., “On Copyright”, Butterworths, New Delhi, 2000.
2. Copinger and Skone James, “Copyright”, Sweet & Maxwell Ltd, U.K., 2004.
3. Whale, “Copyright”, 1996.
4. Ronald V. Betting, “Copyrighting Culture, The Political Economy of Intellectual Property”, Westview Press, 1996.
5. Jonathan Band and Masanobu Katoh, “Interfaces on Trial, Intellectual property and Interoperability in the Global Software Industry”, Westview Press, 1995.

Credits: 4:0:0

Course Objective:

- To give an exposure to programmes like organisation of seminars, publication of law journals and holding of legal aid clinics.
- To produce lawyers with better competence and expertise, by familiarizing them with the different systems of legal education.
- To expose students to different teaching methods like: Lecture methods, case methods, problem method, discussion method, seminar method and a combination of all these methods for developing the skills of students.

Course Outcome:

- Students will be able to follow the right teaching method depending on the level of the programme
- The students will be skilled in legal research and writing in a systematic manner.
- They will be able to identify research problems, design questionnaires, conduct interviews, tabulate the results, analyze results and bring out solutions to solve the problems of humanity.

Unit I

LEGAL EDUCATION: Objectives of Legal Education. Lecture Method of Teaching - Merits and demerits. The Problem Method. Discussion method and its suitability at postgraduate level teaching. The Seminar Method of teaching. Assessment of teachers. Examination system and problems in evaluation - external and internal assessment. Clinical legal education - legal aid, legal literacy, legal survey and law reform.

Unit II

RESEARCH METHODS: Survey of available literature and bibliographical research. Socio Legal Research. Doctrinal and non-doctrinal. Relevance of empirical research. Induction and deduction. Organisation of Seminars, publication of journal.

Unit III

IDENTIFICATION OF PROBLEM OF RESEARCH:What is a research problem? Legislative materials including subordinate legislation, notification and policy Statements. Decisional materials including foreign decisions; methods of discovering the "rule of the case" tracing the history of important cases and ensuring that these have not been over-ruled; discovering judicial conflict in the area pertaining to the research problem and the reasons thereof. Juristic writings - a survey of juristic literature relevant to select problems in India and foreign periodicals. Compilation of list of reports or special studies conducted relevant to the problem.

Unit IV

PREPARATION OF THE RESEARCH DESIGN: Formulation of the Research problem. Devising tools and techniques for collection of data : Methodology. Methods for the collection of statutory and case materials and juristic literature. Use of historical and comparative research materials. Use of observation studies.

Unit V

RESEARCH METHODOLOGY: Use of questionnaires/interview. Use of case studies. Sampling procedures - design of sample, types of sampling to be adopted. Use of scaling

techniques. Jurimetrics. Computerized Research - A study of legal research programmes such as Lexis and West law coding. Classification and tabulation of data - use of cards for data collection - Rules for tabulation. Explanation of tabulated data. Analysis of data

Reference Books:

1. High Brayal, Nigel Dunnean and Richard Crimes, "Clinical Legal Education: Active Learning in your Law School", Blackstone Press Limited, London, 1998.
2. Agrawal, S.K., "Legal Education in India", Tripathi, Bombay, 1973.
3. Madhava Menon, N.R., "A Handbook of Clinical Legal Education", Eastern Book Company, Lucknow, 1998.
4. Price, M.O., Bitner H. and Bysiewicz, "Effective Legal Research", 1978.
5. Pauline V. Young, "Scientific Social Survey and Research", 1962.
6. William J. Grade and Paul K. Hatt, "Methods in Social Research", McGraw-Hill Book Company, London
7. Hyman, H.M., Interviewing in Social Research, 1965.
8. Payne, "The Art of Asking Questions", Princeton University Press, Princeton.
9. Erwin C. Surrency, Fiefl B. and Crea, J., "A Guide to Legal Research", Oceana Publications, New York, 1959
10. Morris L. Cohan, "Legal Research in a Nutshell", West Publishing Co., 1996.
11. "Uniform System of Citations", Harvard Law Review Association, Cambridge, 16th edition, 1996.
12. Verma, S.K. and Afzal Wani, M., "Legal Research and Methodology", ILI Publication, 2001.

12LA305 LAW RELATING TO PATENTS

Credits: 4:0:0

Course Objective:

- To expose students to the patents law in India and the relevant provision of the TRIPS agreement concerning patent.
- To impart knowledge on the procedural requirements for the acquisition of patent and on International filing system under PCT.
- To examine the Plant Variety Protection Act in India.

Course Outcome:

Students will be able to

- practice law relating to Patent
- file patents at national and international level and protect them
- protect farmers' rights in India.

Unit I

ORIGIN AND DEVELOPMENT OF PATENT: Theoretical Justification for Patent Protection – Patent Law in India – Including all amendments – Paris Convention – TRIPS Agreement and its influence on National Law.

Unit II

PATENTABLE INVENTION: Test of novelty, inventive step and commercial utility – exception from patenting – patenting of Biotechnology, computer programme – challenges to the distinction between invention and discovery – right of patent owner – terms of protection.

Unit III

STATUTORY RIGHTS: Who can apply? – specifications – claims – examination – opposition – anticipation – grant & sealing – priority date – patent of addition – amendments – benefits – revocation and surrender of patents – ownership and assignment of rights – license – compulsory license – permissible use without authorization – PCT procedures for International filing

Unit IV

INFRINGEMENT OF PATENTS: Remedy – period of limitation – parties to a patent litigation – defenses available – relief that may be granted – enforcement of foreign patent rights

Unit V

PLANT VARIETY PROTECTION AND FARMERS' RIGHT ACT 2001: Test of distinctiveness, uniformity stability and novelty – registration of new variety, farmers variety and extant variety – farmers' rights – benefit sharing – National Gene Fund.

Reference Books:

1. International Convention and Treaties
 - i. The TRIPS Agreement, 1994
 - ii. The Paris Convention, 1967
 - iii. The Patent Co-operation Treaty, 1970
2. National Legislation
 - a. The Patent Act, 1970.
 - b. The Protection of Plant Varieties and Farmers' Right Act, 2001
3. Important Cases:
 - a. Bishwanath Prasad Radhey Shyam, V., M/s Hindustan Metal Industries Ltd., AIR 1982 SC 1444.

12LA306 LAW RELATING TO TRADEMARKS

Credits: 4:0:0

Course Objective:

- To expose students to the Trade Marks law in India and the Universal Growth of Trademark Jurisprudence
- To impart knowledge on the procedural requirements for the acquisition of Trade Marks and on protection of trade marks against infringement.
- To impart defensive skills for protecting trade marks in Indian as well as in International Courts.

Course Outcome:

Students will be able to

- practice law relating to Trade Marks
- file trade marks at national and international level and protect them
- protect Trade mark owner's rights in India as well as in all other countries

Unit I

EVOLUTION OF TRADE MARK: History of Trade Marks legislation in India – Universal Growth of Trademark jurisprudence – Stages of International recognition of TM – Geographical indication and its relation to Trademark law.

Unit II

CHARACTERISTIC AND TYPES OF TRADE MARKS: Concept of Distinctiveness – Distinct Mark – Illustrations of marks allowed – not allowed – limitation as to colour – protection of well-known trade marks – Honest and concurrent use – Associated Trade marks – Special provisions for Textile goods – US, UK and EU collective trade mark – concepts of trade description – false trade description – deceptively similar marks – position under the Act of 1958 – test to determine deception, confusion and resemblance – buyer's ignorance in chances of deception – recent developments – sound marks, smell marks and domain name disputes

Unit III

ACQUISITION OF TRADE MARKS: Procedure for acquisition of Registered Trade Mark – Application – Search – Opposition – Reprisal. Powers and Functions for the Registrar of Trade marks and conditions for Registration – Register of Trade Marks – Classification of goods and services – Jurisdictions of Trade Mark Offices.

Unit IV

INFRINGEMENT OF TRADE MARKS: Concept of infringement of TM: Primary and Secondary infringement – difference between infringement of Trade mark and passing-off action – Tests to determine deception of confusion in an action for passing-off – Factors for issue of interim injunction in passing-off action. US, UK, EU concept of Reverse Passing-off. Judiciary and its approach to infringement and passing-off. Jurisdiction for infringement and passing-off action. Role of Alternate Dispute Resolution in resolving TM infringement. Concept of counterclaims.

Unit V

DEFENCES AND REMEDIES: Different types of Defences – Judicial recognition to defences – various Doctrines and Test Propounded by Courts – India and Worldwide. Remedies for infringement of Trade Marks – Civil, criminal and administrative remedies. Impounding and destruction of infringed articles. Determination of Damages.

Reference Books:

1. Amanda Michaels "Practical Guide to Trade Mark Law", Sweet & Maxwell, 2002.
2. Ruth E., Anand, Helan E. Norman, "Guide to the Community Trade Mark", Blackstone, 1998.
3. Sarkar, J.S., "Trade Marks Law and Practice", Karnal Law House, Calcutta, 2000.
4. Narayanan, P. "Law of Trade Marks and Passing off", 6th edition, 2004.
5. Cornish, William, Lewelyn, David, "Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights" Sweet and Maxwell, 2007.

6. Wadehra, B.L., "Law relating to Patents, Trade Marks, Copyright Designs and Geographical Indications", Universal Law Publishing Company Pvt. Ltd., 2007.
7. Pankaj Jain and Pandey Sangeet Rai, "Copyright and Trade Mark Laws relating to Computers", Eastern Book Co., 2005.
8. Kitchin, David, "Kerly's Law of Trade Marks and Trade Names", Sweet & Maxwell, 2005.
9. Halpern W. Sheldon, "Fundamental of United States Intellectual Property Law, Copyright, Patent, Trade Mark", Kluwer Law International, 1999.

12LA307 INDUSTRIAL DESIGNS AND INTELLECTUAL PROPERTY RIGHTS

Credits: 4:0:0

Course Objectives:

- To expose students to the Laws relating to Industrial Designs and Intellectual Rights in India
- To impart knowledge on the procedural requirements for the acquisition of Industrial Designs and on protection of copyright in Design.
- To impart defensive skills for protecting industrial design against infringement

Course Outcome:

Students will be able to

- practice law relating to Industrial Designs
- file industrial designs at national and international level and protect them
- protect industrial design owner's rights in India as well as in all other countries

Unit I

INDUSTRIAL DESIGN: Concept of Industrial Design – Essentials of a Design – Novelty and Originality – Protection of functional designs – conflict between copyright and design protection – Statutory rights – Requirements for US, UK and EU approach.

Unit II

REGISTRATIONS OF INDUSTRIAL DESIGNS: Registration of Designs – Registrable Designs and non-registrable designs – Objections – Decision of Controller – Certificate of Registration – Effect of Registration – Cancellation of Design.

Unit III

RIGHTS AND PROTECTION: Rights granted to Design holders – Copyright in Design – Protection from Piracy – Fraudulent and obvious imitation

Unit IV

INFRINGEMENT OF DESIGN: Infringement of Design – Tests to determine infringement – Onus to prove infringement – Right to claim profits earned by the infringement – Terms of copyright in Design US, UK and EU treatment.

Unit V

LAY-OUT AND DESIGN ACT: The Semi-conductor Integrated circuits – Lay out and Design Act 2000: Meaning of circuit – Integrated circuits – Semi-conductors – Transistor –

TRIPS information Technology regime – Enforcement provisions – Similarity between law relating to Designs and Trade Mark law.

Reference Books:

1. Wadehra, B.L., “Law relating to Patents, Trade Marks, Copyright Designs and Geographical Indications”, Universal Law Publishing Co. Ltd., 2004.
2. Andrew Christie, “Integrated Circuits and their contents: International Protection”, Sweet & Maxwell, London, 1995.
3. Gammeter v. Controller of Patents and Design, AIR 1919 Cal. 887
4. Western Engineering v. Paul Engineering, AIR 1968, Cal. 109
5. Pilot Pen Co. v. The Gujarat Industries, AIR 1967, Mad. 215
6. Metro Plastic Industries v. M/s. Galaxy Foot Ware, 2000 PTC 1 , Del.
7. Escort Construction Equipments v. Action Construction, AIR 1999 Del. 73
8. M/s Smithkline Beechem v. M/s Hindustan Levers, 2000 PTC 83
9. Samsonite Corporation v. Vijay Sales, 1998 PTC 18, Del.

12LA308 INTERNATIONAL INTELLECTUAL PROPERTY LAW

Credits: 4:0:0

Course Objectives:

- To expose students to the Laws relating to the acquisition, maintenance and protection of intellectual properties at the International level
- To impart skills on the preparation of documents for registration at national and international level.
- To equip Lawyers to tackle the challenges and to enforce the rights.

Course Outcome:

Students will be able to

- practice International Intellectual Property Law
- file intellectual property at national and international level and protect them
- protect the rights of intellectual property owners in India as well as in all other countries

Unit I

THE NATURE AND SCOPE OF INTERNATIONAL INTELLECTUAL PROPERTY

LAW: Instruments – Leading International Institutions and Actors: WIPO, WTO and EU – Negotiation of Intellectual Property Treaties – National Treatment, unconditional MFN Treatment, Principles of Territoriality – Exceptions: ‘Famous Marks’: exceptions if any – Basis for Acquiring rights – Territoriality, use in Commerce and other standards.

Unit II

INTERNATIONAL TRADE MARK AGREEMENTS: Paris Convention – Implementation of National Law – Mechanisms facilitating multinational Rights – Principle of Independence of Rights – Telle quelle principle; Well-known marks – Art 6 bis Paris Convention, TRIPS Agreement, Article 16, WIPO Joint Recommendation – TRIPS Agreement – Trademark Provisions – Trade Mark Law Treaty – IPO standing committee Report on Trademarks 2003 – European Union: Subject Matter of Trademark, distinctiveness, exception to the grant of protection – Geographical Indications: Global

Agreements (Madrid & Lisbon) EU Regulations – TRIPS Agreement and mandated Negotiations – Mechanism for acquisition of Rights: Madrid Agreement, Madrid – Protocol, Community Trademark – International Domain Litigation, The conflict between D.N. and TM, UDRP

Unit III

INTERNATIONAL PATENT AGREEMENTS: The Paris Convention – Exploitation of the patented invention – TRIPS Agreement – Exceptions to Patent rights – Canada Pharmaceuticals Patents case – Access to essential Medicines, Doha declaration – Mechanism for acquisition of Rights: Community Patent, Patent Cooperation Treaty.

Unit IV

INTERNATIONAL COPYRIGHT AGREEMENTS: Basic Principles: Berne Convention – National Treatment and connecting factors, TRIPS Agreement, Rome Convention – EU Copyright Law: The interaction of copyright and common Market Policies, Secondary Legislations: Software Directive - Term Directive - Database Directive – e-commerce directive – service provider liability. WIPO Internet Treaties: The diplomatic conventions and treaty provisions. Treaty Implementing Laws: Digital Millennium Copyright Act, Article 6 of EU copyright Directive.

Unit V

BASIC ISSUES AND PRINCIPLES: Institutional challenges – post TRIPS – Traditional knowledge, Genetic resources and protection of Folklore, Data base protection – Dispute Settlement: State to State dispute settlement. Unilateral Trade measures (Special 301) – the role of Special 301 after TRIPS WTO Dispute settlement – enforcement mechanisms – cross sectoral retaliation – WIPO and TRIPS Council developments in DSB proceedings.

Reference Books:

1. WIPO Reading materials on Intellectual Property
2. Michael Blakeney, “Trade Related Aspects of Intellectual Property Rights: A Concise guide to the TRIPS Agreement”, 1996.
3. Andrew Christie, “Integrated Circuits and their Contents: International Protection Act”, 1983.
4. Jeremy David, “International Technology Transfer – Europe, Japan and the USA”, Elgar Publishing Ltd., 1991.
5. Jonathan Band and Masanobu Katoh, “Interfaces on Trial, Intellectual Property and Interoperability in the Global Software Industry”, Westview Press, 1995.

12LA309 DOCTRINAL AND NON-DOCTRINAL RESEARCH METHODS

Credits: 0:0:4

Students will be given two afternoon sessions for spending time in Library to collect information related to Doctrinal and non-Doctrinal Research methods. They are allowed to do field work and they are required to write a report based on their findings.

12LA310 CLINICAL LEGAL EDUCATION AND METHOD OF TEACHING

Credits: 0:0:4

Students will be given two afternoon sessions for spending time in Library to collect information related to Clinical Legal Education and Method of Teaching. They are allowed to do field work and they are required to write a report based on their findings.

Karunya University

LIST OF SUBJECTS

Sub. Code	Name of the Subjects	Credits
12MS203	Contemporary Issues on Management	3:0:0
12MS322	Corporate Banking and Insurance Management	4:0:0
12MS323	Strategic Cost Management	4:0:0
12MS324	Corporate Taxation	4:0:0
12MS325	Security Analysis and Portfolio Management	4:0:0
12MS326	Financial Analysis and Reporting	4:0:0
12MS327	Micro Finance and Institutional Role	4:0:0
12MS328	Financial Markets and Institutions	4:0:0
12MS329	Financial Services	4:0:0
12MS330	Financial Derivatives	4:0:0
12MS331	Wealth Management	4:0:0
12MS332	Product and Brand Strategies	4:0:0
12MS333	Social Media Marketing	4:0:0
12MS334	Sales and Distribution Management	4:0:0
12MS335	Marketing Research	4:0:0
12MS336	Consumer Behaviour	4:0:0
12MS337	Services Marketing	4:0:0
12MS338	Customer Relationship Management	4:0:0
12MS339	Retail Marketing	4:0:0
12MS340	Rural Marketing	4:0:0
12MS341	B2B Marketing	4:0:0
12MS342	International Business Environment	4:0:0
12MS343	International Logistics Management	4:0:0
12MS344	International Trade Procedures	4:0:0
12MS345	Foreign Exchange Management	4:0:0
12MS346	Global Advertising and Promotional Management	4:0:0
12MS347	International Trade Relations	4:0:0
12MS348	International Economics	4:0:0
12MS349	International Marketing Research	4:0:0
12MS350	Supply Chain Management	4:0:0
12MS351	Total Quality Management	4:0:0
12MS352	Enterprise Resource Planning	4:0:0
12MS353	Advanced Production Management	4:0:0
12MS354	Manufacturing Planning and Control	4:0:0
12MS355	Service Operations Management	4:0:0
12MS356	Principles of Six Sigma and Lean Manufacturing	4:0:0
12MS357	Business Process Reengineering and Value Engineering	4:0:0
12MS358	Cross Cultural Management	4:0:0
12MS359	Compensation Management	4:0:0
12MS360	Labour Legislation and Industrial Relations	4:0:0
12MS361	Managing Employee Performance	4:0:0
12MS362	Negotiations Management	4:0:0
12MS363	Organisational Transformation	4:0:0
12MS364	Strategic Human Resource Management	4:0:0
12MS365	Work Place Counseling	4:0:0
12MS366	Training and Development	4:0:0
12MS367	Designing Human Resource System	4:0:0
13MS101	Technology for Societal Needs	3:0:0
13MS201	Disaster Management	3:0:0
13MS301	Organizational Behavior and Management	4:0:0

13MS302	Marketing Management	4:0:0
13MS303	Accounting for Managers	4:0:0
13MS304	Quantitative Techniques for Management	4:0:0
13MS305	Legal Aspects of Business	4:0:0
13MS306	Economics for Managers	4:0:0
13MS307	Human Resource Management	4:0:0
13MS308	Financial Management	4:0:0
13MS309	Production and Operations Management	4:0:0
13MS310	Management Information System	4:0:0
13MS311	Applied Operations Research	4:0:0
13MS312	Business Research Methods	4:0:0
MBA (Logistics and Shipping)		
13MS313	Fundamentals of Logistics	3:0:0
13MS314	Introduction to Shipping	3:0:0
13MS315	Customs Law	4:0:0
13MS316	Shipping Business	3:0:0
13MS317	Warehousing and Inventory Management	3:0:0
13MS318	Multi Modal Transport Operations, Stevedoring -Freight Forwarding	4:0:0
13MS319	Liner Trade	4:0:0
13MS320	Dry Cargo Chartering	4:0:0
13MS321	Port Agency	3:0:0
13MS322	Transportation and Distribution Management	3:0:0
13MS323	Legal principles in shipping business	4:0:0

12MS203 CONTEMPORARY ISSUES ON MANAGEMENT

Credit 3:0:0

Objective:

The goal of this course is to provide the students:

- Basic understanding of functional management issues
- Knowledge on corporate management
- Understanding on present economic scenario
- Awareness on management, corporate and economic principles

Outcome:

The students would be able to demonstrate their ability to:

- Gain knowledge about the principles applied in corporates on management, marketing and HR
- Assess a business problem based on different economic situations

Unit I

PRINCIPLES OF MANAGEMENT: Introduction – Definitions – Arts or Science, Profession, Process – features, levels, objectives, importance – Functions of Management (Planning, Organizing, Directing, Staffing, Coordinating, Controlling, Reporting) – Scientific and modern management principles (Taylor and Fayol Principles) – Types of Organizational structures

Unit II

PRINCIPLES OF MARKETING MANAGEMENT: Definition – Importance, Scope, functions of marketing – Promotion mix – Media and advertising – E-Marketing – New product development – Basis of pricing – Product life cycle – Intermediaries and their functions – Channels of distribution – wholesaler and retailer functions – Elements of supply of chain management

Unit III

PRINCIPLES OF HR MANAGEMENT: Definition – Principles & Importance of HR Management – Selection & Training methods – Motivation types, theories (Maslow hierarchy of needs theory, Megregor X and Y theory) – Compensation and incentives – Performance appraisal methods – Individual development and team dynamics

Unit IV

CORPORATE MANAGEMENT: Definition, Features of a company – Types of companies – Basic understanding of the terms like Promotion, Director, Memorandum of association, Articles of association, Prospectus, Agenda, Minutes, Annual general meeting – MNCs and its functions – Meaning and importance of corporate governance – Need for corporate social responsibilities

Unit V

MANAGERIAL ECONOMICS: Indian economic planning – 12th five year plan – National income (Concepts, measurement) – Trade Cycle phases – Inflation causes and effects – GDP as an economic indicator (India) – Economics slowdown and its impacts on India – Recent economic reform measures by Government like subsidy reduction in petroleum products, FDI in Insurance, Pension, Retail, Aviation (Importance and its effects) – Pros, cons and opportunities of Globalization (India)

Text Books:

1. Koontz. H and Weihrich (2006), “Essentials of Management” (7th Edition) India, Tata McGraw Hill
2. Panneer Selvam R, “Engineering Economics” (2007) 1st Edition, Printice hall of India Pvt. Ltd.
3. Kapoor N.D (2009), Business Las, (5th Edition), Sulthan Chand and Company.

Reference Books:

1. Arunkumar Meenakshi (2011), “Marketing Management”, 2nd Edition, Vikas Publication Pvt. Ltd.
2. Prasad. L.M, “Human Resources Management” (2010), Sulthan Chand and Company.

12MS322 CORPORATE BANKING AND INSURANCE MANAGEMENT

Credits: 4:0:0

Objective:

- To impart required knowledge and understanding of students in Banking & Risk management including insurance, structure of Indian insurance and the regulations of insurance business, General insurance policies in vogue and insurance concepts

Outcome:

At the end of the course the students will be able to

- Understand the basics of the banking sector
- Understand the risk management concepts particularly in Insurance
- Obtain the knowledge on types/terms of insurance & regulatory authorities

Unit I

Introduction to Banking Sector- Banking Reforms - Modernization- Recent trends in technology based banking (Networking and E-Banking) – Over view on BASEL norms, retail credit market - Banking Ombudsman

Unit II

Credit appraisal- Loan Syndication – Presales credit and Post sales credit- Non-fund based businesses or Fee based services of Banks – Letter of Credit, Bank Guarantees, Subsidiary services-Non Performing Assets-meaning, causes.

Unit III

Risk management: Concept of risk, Types of risk-Process, Categories- Risk management by individuals and corporations, Principles of insurance, Types of insurance (Life and non life insurance policies), Indian insurance sector reforms - Role of IRDA, TAC (Tariff Advisory Committee)

Unit IV

General Insurance in India: Fire insurance- Contract, Coverage-Types Need for Marine insurance –Types of Policies, Scope for Rural Insurance , Health insurance –Basics, Social need, Schemes(Government and State - ESI, Central Government health scheme)

Unit V

Insurance concepts: Underwriting, Bancassurance: Meaning, Objective, benefits - Claim management, CRM in Insurance, FDI in insurance, Reinsurance, Actuaries, Business process outsourcing (BPO) in insurance sector.

Text Books:

1. Gupta P.K, Insurance and Risk Management, Himalaya publishing house, Mumbai 2004
2. Vasant desai, Banks and Institutional Management, Himalayan publishing house, 2006.

Reference Books:

1. Harrington. Scot. E Gregory.R.Nichans, Risk management and insurance ,mc graw hill International ,1999
2. Insurance Institute of India materials
3. Timothy W Koch & Scott Macdonald S : Bank Management – Thomson South Western
4. Khan M Y, Indian Financial System, 4th ed., Tata McGraw Hill

12MS323 STRATEGIC COST MANAGEMENT

Credits: 4:0:0

Objective:

- To understand the importance of decision-making, performance measures both financial and non-financial and be a facilitator and apply tools for effective decision making process

Outcome:

At the end of the course the students will be able

- To understand the importance of strategic cost management
- Develop skills of decision making to have competitive advantage
- Able to comprehend, appraise and analyze Cost Management Systems

Unit I

Meaning – Nature – Significance of Strategic Cost Management -Cost classification as per Cost Accounting Standards – I (CAS) – Differential, Opportunity and Relevant Cost – Competitive Advantage and Strategic Cost Analysis.

Unit II

Techniques of Strategic Cost Management: Activity Based Costing(ABC)-Cost Drivers – Cost Allocation in Traditional Methods Vs ABC method, ABC and Corporate Strategy - Life Cycle Costing - Meaning – PLC costs - PLC costing - Target Costing - Meaning, Definition - Kaizen Costing.

Unit III

Pricing Strategies: - Full Cost Pricing – ROI pricing – Target pricing – Bottomline pricing - Pitfalls – Role of Cost Manager in product pricing - Factors influencing pricing decisions- Transfer Pricing Meaning . Learning Curves – Meaning Areas of application in decision making -Understanding learning index with numerical cases.

Unit IV

Balanced Score card – drawbacks of traditional financial measures – attributes of good performance system - Perspectives –Benchmarking – concept – Process Implications of Indian Industry in benchmarking.

Unit V

Management Control systems – Factors influencing Management Control System - Steps – Structure – Management Control systems Process

Text Books:

1. Ravi Kishore “Cost Management” 4th edition, 2008, Taxmann publications, New Delhi.
2. S. C. Vidya “Cost Management and Strategic Approach” 2008, MacMillian India Ltd. New Delhi

Reference Books:

1. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition,New Delhi
2. Robert Kaplan “Advanced Management Accounting” Prentice Hall Latest edition New Delhi
3. ICAI – Institute of Cost Accountants of India, Manuals and Guidelines on Cost Audit.

12MS324 CORPORATE TAXATION

Credits: 4:0:0

Objective:

This course will provide a conceptual understanding of:

- Basic Knowledge on Direct Tax & its impact on the corporate.
- Central Excise & Exemptions
- Customs Duty and Exemptions
- Service Tax and exemptions
- CST, Goods & Services Act

Outcome:

- After the completion of the course the students will be able to plan and manage tax for corporate.

Unit I

Direct Tax - Basic concepts –Residential Status of Individual, HUF, Firm, AOP's, Company –Receipt of Income – Accrual of Income – Income Deemed to Accrue or Arise in India. Taxation of Companies- Definition, Computation of taxable income and tax liability – Minimum Alternate Tax - Tax on distributed profits of Domestic Companies.

Unit II

Central Excise: Basics – Manufacture, Production and Manufacture – Classification of Goods Cenvat Meaning - Revenue Contribution to Government - Various Forms used-Eligibility of CENVAT credit – Utilization of CENVAT and - Exemptions for SSI, Exports, Job Work, SEZ, FTZ, Duty Drawback.

Unit III

Customs Duty: Types- Valuation for customs duty – Customs procedures - Export Promotions and Customs Duty role - Exemptions to Project Imports & Re-Imports-Export Promotion Schemes on Customs-EOU-Duty Drawback, SEZ.

Unit IV

Service Tax: Introduction-Nature-Levy of Service Tax – Taxable event in service tax – Valuation for Service Tax – Registration procedure – various forms- -Records to be maintained-Export & Import Services-Classification of Taxable Services - Exemptions.

Unit V

Central Sales Tax: Introduction-Definition (Sale, Inter-State Sales, Stock Transfer, Branch Transfer); VAT: Features, Merits, Limitations of State VAT Act-Filing of return under state VAT Act; Goods & Service Tax: Meaning, Objective, Reforms in Central Sales Tax, Its impact on business.

Text Books:

1. Datey V S, 'Indirect Taxes' 27th edition, Taxmann Publications Pvt., Ltd, New Delhi.
2. Dr. Vinod K Singania, 'Direct Taxes' 45th edition, Taxmann Publications Pvt., Ltd, New Delhi.

Reference Books:

1. Inter Study material of Institute of Chartered Accountants of India and Institute of Cost Accountants of India.
2. K Vatheeswaran, Students Handbook on Indirect Taxes, 14th e, 2012, Snow White Publications Pvt Ltd.
3. Cheryl D Block, Examples and Explanations : Corporate Taxation, 4th e, Aspen Publishers

Manuals for additional readings:

1. Company Taxation Manual
2. Clearances and Approvals
3. Tax and Duty Manuals

12MS325 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits 4:0:0

Objective:

After the end of this course, the students should be able to gain insight into:

- The types of financial markets and the players in stock market
- The mechanism of trading, listing, IPO, Book building and due diligence
- Various methods of Valuation of Securities
- Types of analysis like Fundamental and Technical analysis, Dow theory, to track the market movement
- Portfolio Planning and analysis to evaluate the performance of a portfolio.

Outcome:

- Skills acquired in this course include, asset allocation; choice of various types of investment vehicles (stocks, ETF's, bonds, real estate) in a portfolio; performance measurement; risk management based on economic, industry and company analysis. Students get hands-on practice in selecting securities and managing a portfolio using investment simulation method.
- The course facilitates students desirous of making careers in Investment companies, Banking, Trading and stock broking firms, stock exchanges as they are familiarized on the back office of trading systems and on front-end office. Further enhancement of education can be done by taking up certifications offered by NCFM / NCCMP.

Unit I

Securities & stock market - Definition, classification-Investment Avenues and types of investment–security market: review, structures, primary & secondary market, Players in stock market, Investment Vs Speculation.

Unit II

Trading Mechanism in India - Mechanics in Trading and functions of stock exchanges – BSE & NSE – Trading and Settlement process – Stock Indices – Methods of Computation-Listing of securities, OTCEI – IPO – Book Building Process , SEBI guidelines on listing of new issue - due diligence investigation for IPO

Unit III

Valuation of Securities - Need, Types of valuation, Balance sheet, Book value, Liquidation value, Replacement value ; Equity valuation approaches, DCF, Dividend Discount Model, CAPM and APT, Risk and Return analysis (problems) – Bond Valuation.

Unit IV

Fundamental and Technical Analysis - Economic, Industry, Company, Intrinsic value, Technical analysis: Tools, charts, patterns, Dow Theory and Eliot wave theory-Efficient Market Theory and Random walk theory – Fundamentals of behavioural finance

Unit V

Portfolio Analysis - Portfolio planning, Implementation, principles, Guidelines for investment decisions, Measures for evaluation of performance of portfolio-Sharpe, Treynor and Jensen's measures of Index.

Text Books:

1. Fisher,D.E., & Jodan, R.J. (2003), Security Analysis and Portfolio Management, (6th Edn.), Prentice hall of India, New Delhi
2. Zvi Bodie, Marcus & Mohanty., (2005), Investments, (6th Edn.), Tata McGraw Hill , New Delhi

Reference Books

1. Singh, P. (2004), Investment Management , (9th Edn.), Himalaya Publishing House, New Delhi
2. Kevin S,(2001), Security Analysis and Portfolio Management, Prentice hall of India , New Delhi
3. P. Pandian “Security Analysis and Portfolio Management”, 2001 Vikas Publishing House.

12MS326 FINANCIAL ANALYSIS AND REPORTING

Credits 4:0:0

Objective:

- To impart required knowledge and understanding of students in financial analysis and reporting including techniques of Financial statement analysis, Income and Balance sheet analysis

Outcome:

At the end of the course the students will be able to

- Understand the basics of Financial statements
- Understand the techniques in Financial statement analysis
- Obtain the knowledge on Financial distress, Scams and SEBI measures to contain scams

Unit I

Introduction - Financial statements- Analyzing the Balance Sheet using Excel- Work sheet – Formatting – Audit tool bar – Graphics Viewing Formula -Decision making relationship with FS &FSA-Sources of information for FA-Traditional and new approaches to FSA

Unit II

Techniques Of Financial Statement Analysis - Comparison- Intra firm, Inter firm, Inter period analysis, Regional performance analysis, Cross sectional analysis, Residual method, Beyond national boundary analysis-merits and limitations-Types of analysis- Comparitive, common-size, trend analysis, Ratio analysis - merits and limitations

Unit III

Income Statement Analysis - Factors affecting reported income –Classification of income statement analysis- Barriers and measures to overcome objective income statement analysis-Revenue and expenses recognition- Techniques used by Management for earning manipulation.

Unit-IV

Balance Sheet Analysis - Asset Reporting - Accounting for Fixed Assets – Accounting for Liabilities –Off Balance sheet liabilities

Unit- V

Financial Distress and Scams - Need for corporate failure analysis-Stages, Symptoms in FD-Concepts on sickness, Distress, Failure and insolvency-Factors responsible for FD. Assessing Bankruptcy status as per Altman's Model- Corporate(Accounting) scams Enron, World com, Satyam –Measures taken by SEBI, Companies act to prevent scams after US Soxy Act 2002.

Text Books:

1. Stephen H Penman, financial Statement analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi.
2. Gokul Sinha, Financial Statement analysis, Prentice Hall of India, New Delhi 2009.

References:

1. John J.wild K.R.Subramanyam and Robert F. Halsey, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi.
2. Krishna G. Palepu, Paul M. Healy and victor L. Bernard, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi
3. Ruzbeh J. Bodhanwala, Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi 2004.

12MS327 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 4:0:0

Objective:

- The course aims at to provide a broad understanding about the concepts of microfinance and institutional roles of its promotion as functional agents. The syllabus is contextualized in the framework of sustainable development issues.

Outcome:

- The Beneficiaries of the programme get conceptual framework on microfinance and understand the institutional role in promoting microfinance activities.

Unit I

Microfinance: Poverty Initiatives in India - Poverty Alleviation Programs -Shortcomings – Bangladesh Grameen Experiment, Savings Program - Microcredit Summit1997 and Policy Planning, Microcredit and Microfinance: Agenda for Policy Planning

Unit II

Government Initiatives for Rural Development: Agricultural Credit – Banking Reforms and Rural Credit – National Bank for Agriculture and Rural Development (NABARD) – The District Industries Center (DIC) – Small Industries Development Bank of India (SIDBI) – Lead Bank Scheme – Government Schemes for Rural Development – Self Employment and Entrepreneurship Development

Unit III

Self Help Group Approach: Concept- Objective – Promotion, Group -Dynamics in Growth of SHGs: Issues to be addressed – General Functioning Norms, Books kept by a SHG - Best Practices in Microfinance – Empowerment Strategy, Networking of Self Help Groups; Institutionalization of Self Help Movement; Objective and Functions of Networking – Credit Rating and Bank Linkage

Unit IV

Development of Microfinance Products: Types of Products – Savings, Objective – Micro insurance, Regulation of Micro insurance; Insurer MFI Partnership Model – Securitization, Need for Securitization in India – ICICI Bank Lending Products

Unit V

Sustainable Development Issues: Assessment of MFIs, Rating of Microfinance Institutions; Nonfinancial Parameters; Financial Parameters; Approach for MFI Evaluation – CRISIL Model, CRISIL's Criteria for MFI Evaluation, MICROS – Regulatory Framework-Recommendations – E-governance for Rural Masses

Text Books:

1. Karmakar KG, (Ed) (2008), National Bank for Agriculture and Rural Development (NABARD), Mumbai Microfinance In India, Sage Publications Pvt Ltd, New Delhi.
2. N Srinivasan (2009), Microfinance India, State of the Sector Report 2009, SAGE Publications Pvt. Ltd , New Delhi.

Reference Books:

1. Wilson, Kim., Harper, Malcolm & Griffith, Mathew (2010), Financial Promise for the Poor, How Groups Build Microsavings, Books for Development, Bangalore.
2. Shukla, Rajesh (2010), How India Earns, Spends & Saves Unmasking the Real India? National Council for Applied Economic Research, New Delhi.
3. Karmakar K.G, Micro Finance in India, SAGE Publication.

12MS328 FINANCIAL MARKETS AND INSTITUTIONS

Credits 4:0:0

Objective:

- To impart required knowledge and understanding of students in financial markets and institutions including financial inclusions on service sectors like banks and insurance companies.

Outcome:

At the end of the course the students will be able to

- Understand the basics of the financial markets and institutions
- Understand the concepts like development banking and NBFC's
- Obtain the knowledge on Financial market, Inclusion on commercial banks and Insurance sector

Unit I

Economic Growth And Financial Institutions: - Capital formation and economic growth, Process of capital formation-Saving, investment and finance -Problem of capital formation in India, Role of financial institutions ,Indian economy and financial development, Mission objective, Tasks of All India Finance Institutions (AIFI's).

Unit II

Development Financial Institution: - Role and functions of Industrial development bank of India (IDBI),Industrial finance corporation of India (IFC),Industrial credit and Investment corporation of India (ICICI) and Industrial Reconstruction bank of India (IRBI), RBI policy guidelines for financial institutions

Unit III

Non Banking Finance Companies: - Nature and significance-Types of NBFCs-NBFCs in India-Regulatory norms and directions for NBFCs-Financial performance of NBFCs (RBI and SEBI)-Challenges before Indian NBFCs

Unit IV

Financial Markets: - Meaning-functions, Components-Categories of Indian financial markets (Money market, Capital market, Forex market)-International capital market (Bond market, Equity market)-Regulatory agencies role in Indian Financial markets

Unit V

Financial Inclusion and Commercial Banks: - Introduction of inclusion–Financial inclusion (Main goals-Major aspects, Reasons, Consequences, Steps taken in India – benefits of financial inclusive growth in India)-Present structure of Indian banking system-Financial inclusion on commercial banks and Insurance sector.

Text Book

1. Financial Institutions and Markets, L.M. Bhole, Tata McGraw Hill, 2009 Edition
2. Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson, 2011.

Reference Book

1. Financial Markets and Institutions ,Fedrick Mishkin,Stanley Eakins,Perasons publishers,6th Edition
2. Financial Markets and Institutions, Peter Howells, Keith Bein, 5th Edition 2007
3. Jeff Madura, Financial Markets and Institutions, South Western, 2010.

12MS329 FINANCIAL SERVICES

Credits: 4:0:0

Objective:

This course aims to develop an insight on the various financial services of Indian Financial System. At the end of this course, the students should be able to understand

- The Objective, scope, functions of financial intermediaries and types of financial instruments.
- The rules and regulations, importance and services offered by Merchant banks.
- Marketing of merchant banking services
- The process and functions of various credit rating agencies in India.
- SEBI guidelines on mutual funds operations.

Outcome:

- Skills acquired in this course include the application of their knowledge in Project appraisal, credit appraisal, pre and post Issue management activities, etc. A thorough understanding on corporate advisory services helps the students to develop their consultancy skills. Students desirous of making careers in corporate finance, Banking, Insurance, etc., enhance their skill set from this course curriculum. Further enhancement of education can be done by taking up courses such as CA/ICWA/CFA etc.

Unit I

Innovative Financial services - Financial services offered by financial intermediaries –New financial products and services – Financial System in India

Financial Markets: Capital and Money market instruments – Challenges faced in financial service sector- Innovative Financial instruments – need and significance.

Unit II

Merchant Banking in India - Merchant Bankers in Market making process – guidelines ; intermediaries; services : Issue management, Portfolio management, Underwriting, Project appraisal, corporate advisory services, pricing, pre-issue and post-issue activities, book-building. Marketing of merchant banking services

Unit III

Mutual funds and factoring services - Regulations and operations – SEBI guidelines – classification of mutual fund schemes- Risks and Investor's rights ; Discounting – factoring and forfeiting – Cost and pricing.

Unit IV

Credit rating - Credit rating agencies national (CRISIL, ICRA, CARE, Duff Phelps) and International agencies (S&P, GMI, ISS, fitch investor services, Moody's investor services) their functions, process of credit rating- Non-Banking Finance Companies – Registratio, Regulatory framework, RBI Guidelines.

Unit V

Venture Capital - Scope and Initiatives in India – guidelines – methods of venture financing; Hire-purchase and Leasing: Types, provisions and structure of leasing industry. Securitization of Debt: Role of Merchant bankers, Future prospects of securitisation-Housing Finance.

Text Books:

1. Pathak B.V. (2003), 'Indian Financial System', (1st edn.), Tata McGraw Hill, New Delhi
2. Nalini Prava Tripathi (2005), Financial Services, (3rd edition), Prentice Hall India, Delhi.

Reference Books:

1. Avadhani, A. (1999), Marketing of Financial Services, (2nd edition), Himalaya Publishing House, Mumbai.
2. Financial Services in India, (2005), G.Ramesh Babu, (1st edition), Concept Publishing company, New Delhi.
3. Thummuluri Siddaiah, Financial Services, Pearson, 2011.

12MS330 FINANCIAL DERIVATIVES

Credits: 4:0:0

Objective:

At the end of this course, the students should be able to understand:

- Forward and Future markets
- Future and forward pricing determination, Swaps
- Derivatives & Option Markets
- Option valuation & prices

Outcome:

- The students shall be able to simulate and practice on the trading platforms applying the commodity and currency market strategies using options, futures and swaps. A clear understanding on the Black & Schole's option pricing model and Greeks, shall help the students to apply the technique to evaluate and compare options of different maturities and strikes.

Unit I

Forward contracts, Futures contract, Similarities & Differences, Options, Types of traders, Hedgers, Speculators, Arbitrageurs, Specification of a futures contract, Convergence of future price to spot price, Daily settlement and margins, newspaper quotes, delivery, Hedging strategies using futures, Basis risk, Cross hedging, Stock index futures.- Swaps: Evolution, Types, Interest rate swap, Designing and valuation, Currency swaps: designing and valuation, Swap pricing, Credit risk and swap market, Swap variations.

Unit II

Determination of Forward and Futures prices: Investment assets vs. consumption assets, Short selling, Known income, Known yield, Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango - Mechanics of trading in derivatives: Clearing house, SPAN Margin, Marking to Market, Cash Vs Actual delivery, Regulations.

Unit III

Introduction to options, Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Black – Scholes models and some extensions, Greeks, Dynamic hedging, Call option valuation, Put option valuation, Hedge ratios, Binomial model. Option pricing by Monte Carlo simulation

Unit IV

Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars. Option valuation: Introduction, Intrinsic and time values- Hedging using Strategies: Protective puts, protective calls, covered calls, spreads, combinations, delta hedging.

Unit V

Interest rate derivatives, Credit derivatives, Options in corporate securities: stocks, bonds, callable bonds, employee options – Counter party risk in derivatives market – Financial Engineering

Text Books:

1. Fundamentals of Futures and Options Markets (7th Edition) by John Hull, Pearson Higher Education (2010)
2. NCFM – Derivatives Dealers Module book, National Stock Exchange of India Ltd, 2009
3. NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009

Reference Books:

1. Options, Futures, and Other Derivatives, (7th Edition), John C Hull, Pearson Higher Education (2010)
2. S.S.S. Kumar, Financial Derivatives, PHI Learning, 2010
3. S.L Gupta, Financial Derivatives: Theory, Concepts and Problems, PHI Learning, 2009.

12MS331 WEALTH MANAGEMENT

Credits 4:0:0

Objective:

- This course helps the students to have a better understanding on wealth management & wealth management process
- This course would cover the knowledge requirements relating to asset allocations and financial planning.
- The course explores investment and investment products.

Outcome:

- At the end of this module, a student should be able to understand the key elements in wealth management and operation of the wealth management industry

Unit I

Introduction to Wealth Management: World's wealth – Statistics and Forecast – World wealth report – Key Drivers of wealth Management – The Players in Wealth Management – Global and Indian – Wealth management scenario – Wealth management Indian Perspective.

Unit II

Understanding the wealth management process – Savings cycle and Wealth Creation Cycle – Client segmentation - Client expectations – Wealth Accumulation – Wealth Preservation – Wealth Transfer. Private Banking, Family Office, Offshore, Onshore, International investment – Wealth management tools

Unit III

Client Profiling – Asset Allocation Principles – The lifecycle Investment Guide – Identifying client needs – Behavioral skills for wealth managers – Relationship Marketing – Steps in relationship management process – Segment, Profile, Expose, Strategize, Execute, Monitor and Review.

Unit IV

Basics of Investing – Investment Objective – Investment constraints. Fixed Income Products: Money Market – Instruments, Bonds, Corporate Securities, Debt Securities – Variable Income Products: Equity and Equity Mutual Funds – Derivatives – Structured products – Credit cards, Risk Analysis of Investment Products - Mutual Funds: Income funds, Growth funds, Balanced funds, Sector funds, Index funds, Private equity funds, Fund of funds, Thematic funds, Systematic Investment Planning

Unit V

Alternative investment options – Art, Gold, Antiques, commodities, Real Estate, REITS, Real Estate Related Mutual Funds, Charity - Retirement Planning and Strategies : Retirement needs analysis; Retirement income streams Financial Planning Process - Retirement Benefits :Types of plans; Defined benefit plans; Defined contribution plans;. Superannuation and other retirement plans; Group Life and Health Insurance

Text Books:

1. Personal Finance, Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes, McGraw-Hill Higher Education
2. Wealth Management Private banking, Investment Decisions and Structured Financial Products, Dimitris N.Chorafas, Elsevier
3. Pension Planning, Everett T. Allen, Jerry S. Rosenbloom, McGraw-Hill Professional Publishing
4. Personal Financial Planning, Lawrence j Gitman, Michael D.Joehnk, Saunders Golden Sunburst Series, Dryden Preess Series in Finance.
5. Frank Reilly, Keith Brown, Investment Analysis and Portfolio management, South western college publications

Reference Books:

1. World Wealth Report, Capgemini
2. Planning for Retirement Needs, David A. A. Littell, Kenn Beam Tacchino, American College Publishing
3. Deena Katz, Practice management: For Financial Advisers, Planners and Wealth Managers, Bloomberg press.

12MS332 PRODUCT AND BRAND STRATEGIES

Credits: 4:0:0

Objective:

- To provide an overview of product development, launch and branding aspects in the current context on product and brand management.

Outcome:

At the end of the course the students will be able to:

- Outline strategies for product decisions
- Understand various options available before a brand manager in strategic decisions.

Unit I

Introduction to Product - Product concepts – Product classification – Product levels - Product mix - New Product Planning - New product's success and failures - New product development process.

Unit II

New Product Strategies - Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests, Focus Group Interview, Monadic ratings, Paired Comparison tests, Sequential Monadic, Conjoint analysis - Test Marketing.

Unit III

Product Management - Product launch - Diffusion of innovation and adoption process - PMA for selected products in consumer goods and industrial goods categories – What a Product Manager Need to Know – Profile of a Product Manager

Unit IV

Brand Concepts - Meaning and types – Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value - Brand building – brand building for consumer durables, services, corporate - Brand failure reasons

Unit V

Branding Strategies - Brand knowledge - Brand naming strategies - Brand positioning, Brand repositioning – brand leveraging - Brand equity and measurement methods - Brand Extension – Cobranding – Global Branding - Brand Loyalty

Text Books

1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi

Reference Books

1. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
2. Anandan.C., (2008). Product Management, Vijay Nicole, Chennai.
3. Keller, K.L. (2003). Strategic Brand Management, 3e, PHI, New Delhi.

12MS333 SOCIAL MEDIA MARKETING

Credits: 4:0:0

Objective:

- The course focuses on imparting the knowledge related to Social Media Marketing for the purpose of using the same in attracting and retaining customers. It also enables to understand the impact of Social Media Marketing by providing insights into social analytics, metrics, and measurements.

Outcome:

At the end of the semester the students can:

- Acquire skills in web marketing management.
- Develop functional skills to analyze digital media.
- Take decisions concerning appropriate digital media mix.

Unit – I: Introduction

Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan.

Unit – II: Social Media Business Blocks

Segmenting B2C Market – B2B Markets – managing the cyber social Campaign – Joining the Conversation – Lurking and Listening – Engagement with Audience – Staying Engaged – Engagement on the Social Web – Social Objects – Social graph – Social Applications – leveraging Search Engine Optimization (SEO) for Social Media – Optimizing Social Media for Search Engines.

Unit – III: Digital Media Mix

Blogs, Podcasts, Vlogs – Blog – Create a Podcast – Producing the Videocast – Measuring Blogging, Podcasting, Vlogging Metrics – Twitter – Communing with Like Minded People – Twitter applications – Using Twitter with Other Social Media Marketing – Measuring Twitter Metrics.

Unit – IV: Digital Media Metrics

Facebook Features – Analyzing Facebook Metrics – LinkedIn – Linked in Nuts and Bolts – maximizing LinkedIn – Measuring the Results – Other Social Media Marketing Sites – Ning – Measuring Ning results – Myspace – Marketing off Myspace – Flickr – Measuring the Flickr results – Maximizing Stratified Social Communities.

Unit – V: Digital Media Analytics and Measurements

Social Analytics – Quantitative Measurement – web analytics – Business Analytics – Delving into Data – Planning the Measurement Strategy – Started with Google Analytics - Comparing Metrics from different marketing techniques – Tallying the bottom line – Determining ROI – Multiplying the Impact – Integrating with public relations – Integrating with Paid Advertising – Integrating with Web site.

Text Books:

1. Dave Evans and Jake Mckee, “Social Media Marketing – The Next Generation of Business Engagement”, Wiley India pvt. Ltd, New Delhi, 2011.
2. Jan Zimmerman and Doug Sahlin, “Social Media marketing for Dummies”, Wiley India Pvt.Ltd, New Delhi, 2012.

Reference Books:

1. Perry Marshall, Thomas Melloche, “Ultimate Guide to Facebook Advertising”, Tata McGraw Hill, New Delhi, 2011.
2. Liana “Li”Evans, “Social Media Marketing – Strategies for Engaging Facebook, Twitter and other Social media”, Pearson Education, New Delhi, 2011.
3. Matt bailey, “Internet Marketing”, Wiley India pvt. Ltd, New Delhi, 2012.
4. Chris Treadway and Mari Smith, “Facebook Marketing”, Wiley India pvt. Ltd, New Dalhi, 2011.
5. Hollis Thomases, “Twitter Marketing”, Wiley India pvt.Ltd, New Delhi, 2012.

12MS334 SALES AND DISTRIBUTION MANAGEMENT

Credits: 4:0:0

Objective:

- To introduce and delve into the intricacies of the rare combination of sales and channel management among marketing subjects

Outcome:

At the end of the course the students will be able to:

- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
- Understand the nuances of sales force and channel management.

Unit I

Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship, Setting Objective for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Department Relations, Distributive Network Relations

Unit II

Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. International Sales Management

Unit III

Channel Dynamics - Introduction to Channel Structures –Design –Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships

Unit IV

Channel Management - Channel Conflicts and their Management. Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing – Special topics in Industrial channel management.

Unit V

Channel Strategies - Channel planning process, Competitive share analysis, Alliance strategies – Partnership management strategies – multiple channel management- channel audits.

Text Books

1. Cundiff & Still (2007), Sales Management, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), Marketing Channel Management, Quorum Books, USA.

Reference Books

1. Kotler, P (2006). Marketing Management, 13e, PHI, 2006
2. Bovee & Thill (2006) Advertising Excellence, McGraw Hill International, USA.
3. Sunil Chopra, Peter Meindl, D.V. Kalra (2010) Supply Chain Management
4. D.K. Agarwal (2003) Text Book of Logistics – Supply Chain Management, MacMilan.

12MS335 MARKETING RESEARCH

Credits: 4:0:0

Objective:

- To orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research

Outcome:

At the end of the course the students will be able to:

- Secure an overview about research for new product development
- Carry out research in pricing, distribution and promotion realms.

Unit I

Introduction to Marketing Research - Marketing Research – Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Market Research and Marketing Research – Marketing Information System – Marketing Research process – Marketing Research design.

Unit II

Techniques of Market Research: Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analysing Panel data – Types of Panels – Omnibus surveys – Design issues in Omnibus surveys – Applications – Benefits and limitations of each of these techniques – Qualitative research techniques.

Unit III

Research for New Product Development: New product developments – Techniques used in generating new product concepts – Repertory grid, Attribute listing, Focus group, Morphological analysis, Perceptual maps, Concept Testing: Types of concept, Concept Screening Tests and Concept Evaluation Tests - Test marketing, procedures and issues in conducting test marketing

Unit IV

Pricing and Distribution Research - Pricing new products – Impact of 'Ruling – Price' structure – Concepts and product tests incorporating price – Profit-oriented and share-oriented pricing – Price sensitivity measurement model. Distribution Research – Warehouse and retail location research – Number and location of sales representatives

Unit V

Promotion Research - Researching consumer promotions – Pretesting consumer promotions – Promotion evaluation – Computing short-term promotional impact – Trade promotion research – Advertising Research – Copy testing.

Text Books

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education,India
2. Scott M. Smith, Gerald S. Albaum, Fundamentals of Marketing Research (2005), SAGE Publications, Inc.

Reference Books

1. Beri G.C. (2007). Marketing Research, 4e, Tata McGraw Hill. New Delhi
2. Nargundkar. R. (2008) Marketing Research: Text & Cases,3e, Tata McGraw Hill, New Delhi
3. Tull D.S and Hawkins Del.I, (2000). Marketing Research: Measurement and Method. Prentice Hall of India, 4e,New Delhi
4. Aaker (2006). Marketing Research, 7e, Wiley India, New Delhi

12MS336 CONSUMER BEHAVIOUR

Credits: 4:0:0

Objective:

- To orient the participants towards the consumer decision premise and the various models involved in purchase decision making of customers.

Outcome:

At the end of the course the students will be able to:

- Gain insight into the factors influencing consumer decision process.
- Become familiar with dynamics involved in determining the behaviour of consumer in respect of purchase decision.

Unit I

Consumer Behaviour - Importance – Evolution – Underlying Principles – Methods of studying Consumer Behaviour – Role of Consumer Behaviour in Marketing - Consumer driven Marketing Strategy.

Unit II

Consumer Decision Process (CDP) - Model – Stages – Factors influencing CDP - Pre-purchase process – Need Recognition: Its importance – Factors Triggering need recognitions – Search: internal vs. external search – its importance – amount of search – Determining Alternatives: Constructing the consideration set – Evaluation of Alternatives: Pre-existing Vs New Evaluator –Process involved in Constructing evaluations – Compensatory Vs. Non-compensatory Evaluation Strategies.

Unit III

Purchase Outcome -Fully planned, partially planned, unplanned purchases – Purchasing in the Retail Store – Need to shop – retail image – Determinants of consumer store choice – Determinants of in-store Consumer Behaviour – Types of Impulse Purchasing - Purchasing in the E – Commerce form - Post purchase process – Consumption Behaviors and consumption experience - Post Consumption evaluations

Unit IV

Influencing Factors - Opinion leadership scale – Types – Word of mouth Communication – Family – Family Life Cycle in Consumer Behaviour – Couples' Sex Role orientation and its impact of family decisions – Diffusion of innovations

Unit V

Personal Factors - Consumer Personality – Values and Life – stages – their Measurement – Consumer Motivation – Consumer Attitudes – Fishbein Multiattribute Attitude Model – Ideal Point – types of Needs – Impact of Culture and Subculture – Social Class

Text Books

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, Lesile Lazer Kanub and S. Ramesh Kumar, Consumer Behaviour, 10th edition, Pearson Education.

Reference Books

1. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.
2. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.
3. Kardes, Frasnk R. (2002). Consumer Behaviour and Managerial Decision Making. Prentice – Hall India Pvt. Ltd.: New Delhi.

12MS337 SERVICES MARKETING

Credits 4:0:0

Objective:

- To orient towards the fundamental principles and concepts underlying services development and management of service delivery in conjunction with advances in this realm.

Outcome:

At the end of the course the students will be able to:

- Understand the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analyzing the performance and managing service delivery.

Unit I

Understanding Services - Services – Determinants in Services Marketing – Characteristics of Services – Development of Services sector in India – Opportunities and challenges in services marketing – Differences between Goods and Services – 7 Ps of Services

Unit II

Framework for Analysing Services - Classification schemes in Services Marketing – Lovelock's Classification of Services Systems in Services Marketing – Service Scope – Service Encounters – Relationship marketing framework

Unit III

Services Development and Positioning - Service Design – New Service Development Stages – Service Blue Printing Positioning Dimensions – Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Pricing of services.

Unit IV

Advanced Service Performance Models - Service Quality – Service satisfaction – Service loyalty -Service performance -Parasuraman et al.'s SERVQUAL dimensions – Review of Scale Development for SERVQUAL, Service Satisfaction, Service loyalty – Service Quality Gap Analysis.

Unit V

Advances in Managing Service Delivery - Managing supply and demand - Employee's roles in Service Delivery – Customer's role in service delivery – Service Delivery through Intermediaries and Electronic Channels – Industry based Exercises

Text Books

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
2. Christopher H. Lovelock (2009), Essentials of Service Marketing, Prentice Hall Inc.

Reference Books:

1. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, New Jersey.
2. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi
3. Payal A. (2000). The Essence of Services marketing. New Delhi. Prentice Hall of India

Additional Readings:

1. Articles on Services Marketing from Peer Reviewed journals to be provided by subject faculty at the beginning of the semester.

12MS338 CUSTOMER RELATIONSHIP MANAGEMENT

Credits: 4:0:0

Objective:

- To impart orientation in respect of providing means for learning basic tenets and successful delivery of CRM program

Outcome:

At the end of the course the students will be able to:

- Understand how information technology can be aligned with business practices
- Achieve business goals and support business imperatives, first by defining CRM and its various components
- Gain knowledge in terms of application of IT in CRM.

Unit I

Introduction to CRM - Cost of Acquiring Customers – Customer Acquisition to Customer - Loyalty - CRM and Business Intelligence

Unit II

CRM Approach - Drawbacks – emerging challenges in the marketing front- Relationship- marketing- definition-concepts -relevance of relationship marketing approach-significance - building customer loyalty, Developing relationship strategies for different types of business under different competitive environment

Unit III

CRM and Customer Service - Call centre and customer Care – Automation of Contact Center - Call Routing – Web Based Self Service – Call Scripting – Cyber Agents – Work force - Management – Customer Service – Automation.CRM in e-business, eCRM – multi-channel - CRM, CRM on B2B, ERP – SCM –Supplier Relationship Management – Partner Relationship - Management – e-Business Checklist for Success

Unit IV

Analytical CRM - CRM and the Data Ware House – Enterprise CRM – OLAP – Data Mining in CRM – Personalization and Collaborative Filtering - Delivering CRM – Defining CRM Success– Preparing Business Plan – Understanding Business Process – Choosing your CRM Tool

Unit V

Managing CRM Project - Development Team – CRM Implementation – Business Planning – Architecture and Design – Technology Selection – Development – Delivery Measurement - Information Technology application in building customer relationship – Emerging trends in CRM

Text Books:

1. Dyche J, (2002), The CRM Handbook, Pearson Education, New Delhi.
2. Baran, Galka, Strunk (2008), Customer Relationship Management, Thomson South – Western.

Reference Books:

1. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi
2. Gosney JW & Boehm T P, (2001). Customer Relationship Management Essentials, Prentice Hall of India, New Delhi,
3. Harvard Review Publishing Staff, (2001), Harvard Business Review on Customer Relationship Management, Harvard Business School Press.

12MS339 RETAIL MARKETING

Credits: 4:0:0

Objective:

- To let the students secure knowledge in the current practices in retail operations and marketing strategies in specific.

Outcome:

At the end of the course the students will be able to:

- Understand the retail business operations in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies of the retailing system in India.

Unit I

Introduction to Retailing - Definition – functions of retailing -types of retailing – forms of- retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario. Retailing from the International perspective

Unit II

Consumer Behaviour in the Retail Context - Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behaviour. Customer service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Unit III

Retail Operations - Choice of Store location – Influencing Factors Market area analysis – Trade area analysis – Rating Plan method -Site evaluation. Retail Operations: Store Layout and visual merchandising – Store designing – space planning. Retail Operations: Inventory management – Merchandise Management

Unit IV

Retail Marketing Mix - Product – Decisions related to selection of goods – Decisions related to delivery of service. Pricing – Influencing factors – approaches to pricing – price sensitivity - Value pricing – Markdown pricing. Place – Supply channel – SCM principles – Retail logistics – computerized replenishment system – corporate replenishment policies.

Unit V

Non Store Retailing - The impact of Information Technology in retailing -Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system - Legal aspects in retailing - Social issues in retailing - Ethical issues in retailing.

Text Books:

1. Bermans, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI, NewDelhi.
2. Warren G. Meyer, (1988) Retail Marketing – McGraw – Hill Publishing Company.

Reference Books:

1. Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
2. Lamba, A.J. (2003) The Art of Retailing, 2e, Tata McGrawHill, NewDelhi.
3. Peter McGoldrick (2002), Retail Marketing, McGraw Hill Higher Education.

12MS340 RURAL MARKETING

Credits: 4:0:0

Objective:

- To provide conceptual understanding on the Rural Marketing with special reference to Indian context

Outcome:

At the end of the course the students will be able to:

- To know about the mantra for success for any company going rural.
- To understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer
- To provide some of the challenges and opportunities that the rural market holds for the Companies.

Unit I

Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets - Rural marketing environment Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas — rural demand

Unit II

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty

Unit III

Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing - Role of financial institutions, commercial banks and cooperative institutions in rural Marketing – problems and challenges in rural marketing

Unit IV

Marketing of agricultural produce and rural and cottage industry products –consumer and durable goods – FMCG products- health and financial services - Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection

Unit V

The future of Rural Marketing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing - CASE STUDIES – with Indian context

Text Books

1. Rural Marketing – T P Gopaldaswamy – Vikas Publishing House
2. RuralMarketing –R V Badi,N V Badi – HPH, 2/e, 2005
3. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005

Reference Books

1. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
2. Rural Marketing – Sukhpal Singh – Vikas Publishers
3. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
4. Agricultural Marketing in India – Acharya – Oxford I B H
5. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e
6. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

12MS341 B2B MARKETING

Credits: 4:0:0

Objective:

- To orient the learners toward nitty-gritty of industrial marketing in Indian context and keep them abreast of ethical standards maintained in this sector.

Outcome:

At the end of the course the students will be able to:

- To understand some of the nuances of the B2B marketing,
- Outline the strategies that are being adopted in this sector.

Unit I

Introduction to B2B Marketing - Definition of Industrial Marketing; Industrial marketing vs. consumer marketing –The Industrial marketing Environment – Understanding Industrial Markets: Demand Issues: Organizational Behavior and Buyer Behavior – Profile of Business Buyers – Value Analysis – Vendor Analysis – Prosumerism

Unit II

Buyer – Seller Relationships - Types of Buyer- Seller Relationships – Managing Relationship– Conflict and Resolution. Assessing Market Opportunities – The Marketing Research Process – Demand Analysis; Strategic Planning: – Managing Industrial Products – Product Innovation – Models of Organizational Buying Behavior.

Unit III

Service Design and Pricing Characteristics of Industrial Service – Classification of Services – Service Quality – Services Marketing Mix– Challenges in Marketing Industrial Services – Pricing Decisions: Characteristics of Industrial Pricing – Types of Prices – Pricing Methods – Pricing Strategies – Factors affecting Pricing Strategy- Pricing across PLC – Competitive Bidding – Price Negotiation – Leasing

Unit IV

Industrial Selling - Role–Process – Types – Managing Sales Force – Direct Marketing ; Performance Measurement And Control : The Control Process – Types of Control – Tools for marketing control – Institutional selling - Emerging Trends in Industrial Marketing: Technology – Business Networks– Relationships in Business Networks – Technology and Business Networks – Information Technology in Industrial Marketing – Negotiation – Purchase Process

Unit V

Ethics in Industrial Marketing - Ethics and Industrial Marketing Management – Ethical Issues - International Industrial Marketing: Environment – Entry strategies in International Markets Decision Making – Product, Pricing, Distribution & Promotional Decisions.

Text Books

1. Victor & David (2007) B2B Marketing, Contemporary Publishing Co. Illinois.
2. Frederic E. Webster (1991), Industrial Marketing Strategy, John Wiley & Sons Inc.

Reference Books

1. Hill, R. M. (2003). Industrial Marketing.2e, All India Traveller Book Seller, India
2. Steve.M. (2001). B2B Marketing. 2e, Pearson Education, USA.
3. Krishna K Havaldar (2006), Industrial Marketing, Tata McGraw – Hill Education.

12MS342 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 4:0:0

Objective:

- To provide a conceptual understanding about the international business environment
- To make the learners to keep abreast with the changing environment of International Business
- To study the external threats of business and
- To find the ways and means of entering into the offshore market.

Outcome:

- The learners will be able to identify their marketing environment
- The learners will be able to analyse the economic, technological, and cultural environment

Unit I

INTRODUCTION

Business Environment – Strategy and Structure of International Business - Nature and significance of environmental analysis for business decisions: Globalisation and Global business environment. Micro and Macro Environment: Geographical, economic, political, technological, socio-cultural, political and legal environment – Environmental Analysis Process.

Unit II

ECONOMIC ENVIRONMENT

Global Production – Global supply and Demand - Regional Groupings – WTO, UNCTAD, IMF and World Bank institutions - Export – Import (EXIM) policy and its domestic and international implications - Impact of entry of MNCs; International commodity agreements – infrastructure of the economy – Energy – Transport – Communication – Education, Science and Technology – Corporate Social responsibility – FDI and its regulations

Unit III

TECHNOLOGICAL ENVIRONMENT

Dynamics of technological environment - Challenges of technology up gradation – Technology transfers – Importance and types – Issues in technology transfers - Impact of Foreign Investments and Foreign Collaborations – Globalisation and Governance – Globalisation and Labour

Unit IV

NATURAL ENVIRONMENT

Land Resources – Forest Resource - Natural Resources – principles of resource development – Forest Policy, 1952 – New Forest Policy, 1988 – Business environment and environmental issues

Unit V

POLITICAL ENVIRONMENT

Geo Politics - Impact of competing political ideologies, political stability and Instability on business activities - Business and Politics – cross border mergers and acquisitions.

Text Books:

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2008.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, 2007.
3. Keith Davis and Robert Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1995.

Reference Books:

1. Ghosh, P.K., Business and Government, Sultan Chand, New Delhi, 1991.
2. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, Sultan Chand and Sons, New Delhi, 1992.
3. Adhikari, M., Economic Environment of Business, Sultan Chand and Sons, New Delhi.
4. Ashwathappa, M., International Business, Tata McGraw Hill Publications, New Delhi
5. Justin Paul, Business Environment: Text and Cases, Tata Mcgrawhill, New Delhi (latest Edition)

12MS343 INTERNATIONAL LOGISTICS MANAGEMENT

Credits: 4:0:0

Objective:

- To present an insight of the International logistics Management
- To provide a basic understanding of the logistics operations in international business
- To provide a clear understanding about the various parties involved in logistics activity
- To understand the infrastructural support of logistics industry

Outcome:

- The learners will be able to stick to the world of logistics
- The students will be able to identify their careers in this expanding industry.
- It will enable the learners to identify the logistics problems of firms and offer solutions for them same.
- Learners will be able to take small assignments in the vast industry.

Unit I

INTRODUCTION

Definition, Logistics flow, logistics cost, international trade logistics chain. Objective of logistics management – 7 Rs of logistics management, Logistics management in Export Business – International Commercial terms (INCO Terms) – Material handling equipments used in Factories, Warehouses, and in Ports.

Unit II

SEA BORNE TRADE OPERATIONS AND SHIP MANAGEMENT

Liner and tramp operations – Liner conferences: code of conduct for liner conferences; Carriage of goods by land – carriage of goods by sea – ocean freight rates – ocean freight calculation; chartering principles and practices - Types of ships employed in International Business – Departments in a shipping Organisation - important sea routes - UN convention on shipping – Association related to Shipping

Unit III

PACKING AND CONTAINERIZATION

Types of containers – Types of Packing – Materials used for packing – Intermediaries: Role of intermediaries: Freight Forwarders, Shippings Agents, C&F agents, CHAs, Freight Brokers, Stevedores.

Unit IV

AIR TRANSPORTATION

Total cost concept, advantages, freight structure and operations; Carrier consignee liabilities – Types of Aircrafts - IATA.

Unit V

PORTS

Indian Major and Minor Ports – World famous Ports – ICDs /CFSs Modes – dry ports - Port Formalities in International Trade.– Warehouse Management – Types of warehouses and its trade utility - Reverse Logistics.

Text Books:

1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
2. Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill

Reference Books:

1. Satish K. Kapoor and Purva Kansal, Marketing Logistics: A Supply Chain Approach, Pearson Education, New Delhi, 2009.
2. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.
3. Maritime India: Port and Shipping 1995, Munshiram, Manoharlal Publishers, 1995.

12MS344 INTERNATIONAL TRADE PROCEDURES

Credits: 4:0:0

Objective:

- To present with an insight of acquainting the student with the procedures and documents used in international business
- To provide the in-depth knowledge of India's Foreign Trade Policy.
- To provide the learners to know the intricacies of the international trade, and
- To foster the learners in knowing various beneficial schemes available to international businessmen.

Outcome:

- The learners will understand the procedures to be adopted in international trade
- The students will be able to adhere to the Indian FTP.

Unit I

INTERNATIONAL TRADE

Meaning – similarities and differences between international and internal trade – gains from international trade – International Trade formalities - Documentation Framework: Export and Import Documents. Pricing and Payment Terms: Instruments and methods of financing.

Unit II

INDIA'S FOREIGN TRADE POLICY

Need for policy frame work – historic perspective of Foreign Trade Policy – Multilateral Trading System – Concepts of Adam Smith, David Ricardo, and Heckscher Ohlin – Theory of Comparative cost – Terms of trade – Balance of Trade and Balance of Payments – correction of BOP disequilibrium

Unit III

EXPORT FINANCE

Facilities, Incentives and procedures for pre and post shipment finance. Business Risk Coverage: Cargo, credit and foreign exchange risk coverage. Cargo insurance role and schemes of ECGC and commercial banks

Unit IV

CUSTOM CLEARANCE OF EXPORT CARGO

Procedures and documentation for clearance. Customs clearance of Import cargo. Negotiations Of Documents With Banks: Procedures and documentation for availing Export Incentives – EPCG, Duty drawbacks, Duty exemption schemes, and tax incentives

Unit V

EXCISE AND CLEARANCE

Excise clearance of export – cargo - Shipment of Export cargo - Movements of goods by road and rail to port for shipment overseas, shipment by road, rail and air. Project and consultancy exports

Text Books:

1. Export Manual, What, where and How: Nabhi's Publications, New Delhi, 2012.
2. Paras Ram, Export: What, where and How, Anupam Publishers, Delhi, 2010.

Reference Books:

1. Rathore: Export marketing – 2000 edition.
2. Government of India, Handbook of Import-Export Procedures, 2010
3. Foreign Trade Policy (2009-2014) Published by DGFT. (Latest Edition).

12MS345 FOREIGN EXCHANGE MANAGEMENT

Credits: 4:0:0

Objective:

- To equip the students with the Foreign Exchange management concepts
- To make the learners to be familiar with the recent developments in the FOREX market.

Outcome:

- The learners will be able to foresee and understand the risks involved in the foreign exchange transactions.
- To expose the various methods to avoid the foreign exchange risks.

Unit I

FOREIGN EXCHANGE

Foreign Exchange: Definition - Administration of Foreign Exchange – Foreign Exchange transactions – purchases and sales transactions – Authorized dealers – Foreign Currency Accounts – Multinational Banking – FEDAI Regulations – Role of RBI.

Unit II

FOREIGN EXCHANGE MARKET

Features – Transactions in Interbank markets, Quotations, Inter Bank rates and Arbitraging. Exchange Rates: Determination of Spot and Forward Exchange Rates.

Unit III

EXCHANGE RATES: READY EXCHANGE RATES

Merchant Transaction – Merchant Rates, TT Buying Rate, TT Selling Rate, Bill Buying Rate, Bill Selling Rate. Forward Exchange Rates: Forward Contracts – Delivery Cancellation, Extension, Overdue and Roll Over of Forward Contracts.

Unit IV

RISK AND EXPOSURE

Interest Rate Risk – Exchange Risk – Transaction Exposure – Translation Exposure – Economic Exposure

Unit V

EXCHANGE MANAGEMENT

Inter Bank Deals- cover deals, trading, funding of Vostro, Nostro and Loro Accounts - SWAP Deals – Managing Foreign Exchange Reserves – Exchange Management by Bank: Dealing Position, Accounting and Reporting FOREX Risk Management.

Text Books:

1. Nidhi Jain, Foreign Exchange and Risk Management, New Century Publications, (2007)
2. C. Jeevanandam, Foreign Exchange and Risk Management, Sultan Chand and Sons, (2006).

Reference Books:

1. Foreign Exchange Management (FEMA) Manual – Taxmann Publications (2010)
2. Bharadwaj: Hand Book of Foreign Exchange, Wheeler Publishing (2006)
3. Foreign Exchange Management, Seethapathi K. Subbulakshmi (2004), ICAI

12MS346 GLOBAL ADVERTISING AND PROMOTIONAL MANAGEMENT

Credits: 4:0:0

Objective:

- The students will be able to understand and the various classifications of advertising.
- The learners will know the functions of advertising and the economic and social effects of advertising.

Outcome:

- The learners of this course will be able to promote a product or service after the successful completion of this course.

Unit I

GLOBAL ADVERTISING

Global Advertising defined - Importance – Classification of Advertisements – Functions of global Advertising – Objective – Advertisement Strategy and Planning - DAGMAR – advertising in the modern world – Advertising Budget

Unit II

ECONOMIC EFFECTS OF ADVERTISING

Explicit role of advertising – Indirect role of Advertising – Economic effects – international advertising Vs domestic advertising - Social Effects of Advertising: Benefits of Advertising – Impact of Advertisements on children – Women in Advertising.

Unit III

ETHICS IN INTERNATIONAL ADVERTISING

Criticism of Advertising in terms of cultural disaster – Controversial effects of advertising – Puffery – Shock advertisements – Subliminal advertising – Regulatory bodies in India.

Unit IV

ADVERTISING DESIGN AND COPY

Advertising design - Advertising appeals - advertising copy - visualization & layout - writing Ad copy in print broadcasting commercials - copy writing for outdoor & transit media - Advertising Layout - Layout design & preparation - Ad effectiveness research - measuring technique

Unit V

SALES PROMOTION

Importance sales promotion - Sales Promotion techniques - Sponsoring events, sales promotion through merchandising - organizing sales promotion campaign - potentials & limitations of sales promotion

Text Books:

1. Belch & Belch – Advertising & Promotion – Tata McGraw Hill, (2006)
2. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2007

Reference Books:

1. Advertising Management – Concepts and Cases – Manendra Mohan – Tata McGraw Hill (1989)
2. Burnelt – Promotion Management Tata McGraw Hill
3. O' Guinn, Advertising and Integrated Brand Promotion, Cengage Learning, 2006
4. Advertising Planning and Implementation – Sharma and Singh – Prentice Hall, 2009.

12MS347 INTERNATIONAL TRADE RELATIONS

Credits: 4:0:0

Objective:

- To offer an in depth knowledge about various regional trading blocs
- To provide the impact of the trading blocs in international business

Outcome:

- The learners will be able to analyze the impact of business in lien with the trading blocks.
- The learners will be able to identify, decide and locate their business in the suitable environment.

Unit I

INTERNATIONAL RELATIONS

Classical Realism – Geo Politics – Economic Diplomacy – US Trade Policy – Economic Statecraft - Regional Groupings – Theory of customs, Union and major regional blocks – advantages and disadvantages of Regional groupings.

Unit II

REGIONAL TRADING ARRANGEMENTS OF INDIA

Conceptual basis: (1) Regionalism and Multilateralism - Level-playing Field vs. Efficiency Concerns - Trade-Development Relationship - Trade-Investment Linkages - Static and Dynamic Gains - Need for Safeguards – (2) Liberalization and the Need for Safeguard Mechanisms: Developmental Perspective as against Protection - Balancing Liberalization and Safeguards - Different Objective Achieved Through Different Safeguards – Safeguard Mechanisms.

Unit III

CUSTOMS UNIONS

OECD - ASEAN - CARICOM - EAC - EAEC - EU - GCC - Mercosur

Unit IV

REGIONAL UNIONS

Roles, Functions and Objective of LAFTA, NAFTA, APEC, EFTA, SAARC, SAFTA

Unit V

INTERNATIONAL ECONOMIC INSTITUTIONS

WTO, UNCTAD, World Bank Institutions: IBRD – IMF – IFC - IDA – MIGA. International Agreements - MFA, GSP, GSTP, Commodity Agreements

Text Books:

1. Jeffrey A. Frankel, Regional Trading Blocs in the world of economic system, 2005.
2. B. Ravi Kumar Jain, D. Satish, Trading blocs – Reflections, ICFAI Press, 2008.

Reference Books:

1. Palmer Perkins, International Relations (3e), CBS Publishers, 2001.
2. Krishnaveni Muththia, International Relations, Himalaya Publishing House, 2002.
3. Justin Paul, International Business, PHI Learning Private Limited. (Latest Edition)

12MS348 INTERNATIONAL ECONOMICS

Credits 4:0:0

Objective:

- To present an insight of the international economics concepts
- To provide a basic understanding of the underlying theories of international economics

Outcome:

- The learners will be able to conduct research in the foreign market, which is vital for the international businessmen
- The learners will be able to decide the course of activity based on research

Unit I

INTERNATIONAL TRADE

Theories of foreign trade – Absolute and Comparative advantage theories – Modern theory of trade – Hecksher – Ohlin theory – Terms of trade – Theory of international trade in services – Balance of trade and adjustment mechanism - Gains from trade and distributional impact –theories of Foreign Direct Investment.

Unit II

TRADE AND INVESTMENT POLICIES

Trade and Investment Policies - Protectionist Bias - Instruments and Consequences of Protection and Control of Trade and Investment - Trade Liberalization - the Multilateral Trading System, and the WTO

Unit III

TERRITORIAL AND MULTINATIONAL STRATEGIES

Territorial Attractiveness and Multinational Firms' Strategies - The strategies of multinational firms in globalization - The rise of international mergers & acquisitions and of international strategic alliances since the 1990 - The factors of territorial attractiveness and the role of the State: the determinants of firms' localization

Unit IV

ROLE OF MULTINATIONAL FIRM

The impact of multinational firms' strategies on national economic development – European FDIs and the development of the new European members - The role of Japanese FDIs in the development of Asian countries - The United States FDIs and the development of Latin America.

Unit V

IMPACT OF GLOBALIZATION

Financial Globalization and Systemic Instability - The rise of the international finance since the 1980s and its consequences on the financial system's stability - Financial markets, foreign capital and economic development in emerging countries: successes and failures.

Text Books:

1. Bhagwati J. (2004), In defense of globalization, Oxford University Press.
2. Bhagwati J. (2002), Free trade today, Princeton University Press.

Reference Books:

1. Casson M. (2000), Economics of international business: a new research agenda, E. Elgar.
2. DiMaggio P. (2001), The XXIst century firm: changing economic organization in international perspective, Princeton University Press.
3. Krugman P., Obsfeldt M (1991), International economics: theory and policy, second edition, New York, Harper Collins.

12MS349 INTERNATIONAL MARKETING RESEARCH

Credits: 4:0:0

Objective:

- To present an insight of the international marketing concepts
- To provide a conceptual understanding about the concepts of research across the globe.
- To make the learners to know how international market research can be conducted

Outcome:

- The learners will be able to conduct research in the foreign market, which is vital for the international businessmen
- The learners will be able to decide the course of activity based on research

Unit I: International Marketing Research

Definition, Nature and scope, Distinction between international trade, marketing and business, understanding International marketing environment, International Marketing Research process

Unit II: International Marketing Mix

International Marketing Mix - International product policy - International product life Cycle – Branding strategy - International pricing strategy - Packaging and labeling; Provision of sales related services

Unit III: International Distribution Strategy

Channel decisions - International logistics - International promotion strategy and issues

Unit IV: Research Design

Nature, scope and complexities - International marketing information system - Marketing Research: Problem definition, determination of information needs, Research design – Types of research design, Primary and secondary data collection methods

Unit V: Data Collection

Questionnaire Preparation - Attitude Measurement, And Scaling Techniques - Sample Design: sampling method and sample size - Fieldwork sampling and sampling errors – International market opportunity analysis - product analysis - need and significance of analysis - advertising and sales research

Text Books:

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2010.
2. Keegan and Warran, Global Marketing, Prentice Hall India, New Delhi, 2010.

Reference Books:

1. Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ, 2005.
2. Green Paul E. and Tull Donald S. Research for Marketing Decision, Prentice Hall of India, New Delhi, 2009.
3. Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago, 2008.

12MS350 SUPPLY CHAIN MANAGEMENT

Credits: 4:0:0

Objective:

To provide students with insights about the Supply Chain dynamics, the importance of managing a supply chain and the role of operations in managing a successful supply chain. To make students understand the role of Purchasing in Supply chain management. To examine the issues involved in supply chains.

Outcome:

- The students would gain an understanding of the key issues in Supply chains
- The students would understand the importance of purchasing and Supplier relationship
- The students would have a clear understanding of the issues in distribution

Unit I: An overview of Supply Chain Management

Introduction - Origins of SCM – Importance of SCM- Important elements of SCM – Supply Chain Dynamics, The Bullwhip effect

Unit II

PURCHASING ISSUES IN SCM

The role of purchasing in an organization – The purchasing process –Sourcing decisions- supplier selection- Understanding the structure of the organization for purchasing- Developing successful partnerships – Supplier evaluation and Certification – Developing successful sourcing strategies

Unit III

OPERATIONS ISSUES IN SCM

Demand forecasting and Collaborative Planning, Forecasting and Replenishment – Aggregate Planning and Inventory Management- Process Management: JIT and TQM issues in SCM

Unit IV

DISTRIBUTION ISSUES IN SCM

Impact of transportation in SCM – Fundamentals of Transportation – History and evaluation of Logistics – Elements of Logistics Management – Intermodal Transportation – Containerization - Warehousing: Types of Warehouses, Warehousing operations, Warehouse Layout and Design, Warehouse Automation, Third Party Warehousing, Fourth Party Logistics

Unit V

Supply Chain Process integration model – Performance measurement along the supply chain –SCOR Model- Future of SCM

Text Books

1. Wisner, J.D and Leong K.G (2010), Principles of Supply Chain Management: A balanced approach , Cengage Learning, First Edition
2. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.

Reference Books:

1. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.
2. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.
3. Sunil Chopra, DV Kalra, (2010) “ Supply chain Management strategy, Planning and Operations, Pearson

12MS351 TOTAL QUALITY MANAGEMENT

Credits: 4:0:0

Objective:

- To make students understand the importance of Quality management and the role of Human resources management in ensuring Quality. To familiarize the students with the statistical tools used in Quality management. To gain insights into Quality Management systems those are in vogue today.

Outcome:

- An understanding of the Framework for TQM
- A thorough insight into the implementation process for TQM
- An ability to use statistical tools for better Quality management
- An ability to use control charts and use specific tools for Quality management

Unit I

INTRODUCTION

Gurus of TQM, TQM framework, Defining Quality, Benefits of TQM- Leadership: Definitions, Characteristics of Quality Leaders, The Deming Philosophy, Quality council- Customer satisfaction: Customer perception of Quality, Translating needs into requirements

Unit II

CONTINUOUS PROCESS IMPROVEMENT

Juran Trilogy, PDSA Cycle, Kaizen – Supplier Partnership: Principles of Supplier relationship, Supplier selection, Supplier certification, Supplier rating- Performance measures, Quality costs- Benchmarking: Definition and process

Unit III

QUALITY MANAGEMENT SYSTEM

ISO, Benefits of ISO, ISO requirements, Implementation, Documentation, Internal Audits, Registration – Environmental Management System: Concept of ISO 14001 , Requirements, Benefits, Integration of ISO 14001 with ISO 9000- ISO 20001 - Quality Function Deployment – The QFD Team, Benefits, Process, House of Quality, Building a House of Quality, 5S

Unit IV

FAILURE MODE AND EFFECT ANALYSIS

Reliability, Reliability requirements, Failure rate, Intent of FMEA, FMEA team, FMEA documentation, Stages of FMEA, FMEA documentation, Examples – Management Tools : Affinity Diagram, Tree diagram, Why Analysis, Activity network Diagram, Matrix diagram, Prioritization matrix, Process decision program chart - Total Productive Maintenance

Unit V

STATISTICAL PROCESS CONTROL

Pareto diagram, Process flow diagram, Cause and Effect diagram, Check Sheets, Histograms, Control charts for Attributes, Control charts for Variables, Process capability- Taguchi's Loss Function, Malcom Balridge Award, Deming Prize

Text Books

1. Evans,J.R. (2008), Total Quality Management (1st edn.), Cengage learning: New Delhi
2. Besterfield,D.H.(2004), Total Quality Management (3rd edn.), Pearson education: New Delhi

Reference Books

1. Suganthi, Anand A Samuel, Total Quality Management, Prentice Hall of India 2009
2. S Rajaram, M Sivakumar, Total Quality Management, biztantra, 2009
3. Gupta(2009), Total Quality Management, Tata McGraw Hill,
4. Charantimath,(2010) , Total Quality Management,Pearson,

12MS352 ENTERPRISE RESOURCE PLANNING

Credits: 4:0:0

Objective:

- To make students understand the systems which integrate internal and external management information across an entire organization.

Outcome:

- The understanding of ERP models and information flows underlying the ERP softwares.
- How integration works in an enterprise system, and the linkages with organizational processes.
- The basic principles and issues behind the ERP system design and configuration.
- Understanding of issues involved in ERP implementation

Unit I

Introduction: Basic concepts of ERP, Justification for ERP investments, Risks and Benefits of ERP- Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management

Unit II

ERP Implementation Life cycle, Implementation methodologies, ERP project teams, Process definition, Vendors and Consultants, contracts with vendors and consultants, Data migration , Project management and Monitoring, Success and failure factors of an ERP implementation

Unit III

Business Modules of an ERP Package: Finance, Manufacturing, Human Resources

Unit IV

Business Modules of an ERP Package: Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and services.

Unit V

The various companies which supply ERP products: SAP, Oracle, Peoplesoft, JD Edwards- ERP and the internet - Future Directions trends in ERP

Text Books

1. Leon,A.(2003). Enterprise Resource Planning Demystified (3 rd Edn.),Tata McGraw Hill:India
2. Murthy,C.S.V.(2006), Enterprise Resource Planning (2 nd Edn.),Cengage learning : Delhi

Reference Books:

1. Sadagopan,S.(2006) Enterprise Resource Planning(2 nd Edn.),Cengage learning : Delhi
2. Monk,K.(2007) Enterprise Resource Planning(1 st Edn.),Cengage Learning:New Delhi
3. Vinod,G.K, Venkatakrishna,N. K.(2006) Enterprise Resource Planning (2 nd Edn.),Concepts and Practices Cengage learning : Delhi

12MS353 ADVANCED PRODUCTION MANAGEMENT

Credits: 4:0:0

Objective:

- To understand in detail the production planning process and to be able to solve daily problems faced in the shop floor due to Production planning issues. To understand inventory issues

Outcome:

- The student will be able to perform Material Resource Planning for any type of production system
- The student will be able to manage inventories without affecting the production plan

Unit I

Production Planning system: Manufacturing Planning and Control system, Sales and operations Planning, Manufacturing resources planning, makes the production plan. Master Scheduling: Developing a master production schedule

Unit II

Materials Requirement Planning: Bill of Materials, MRP process, Uses of MRP. Production Activity Control: Data requirements, Order preparation, Scheduling, Load leveling, Scheduling Bottlenecks, Theory of Constraints and Drum-Buffer-Rope

Unit III

Inventory Management: Inventory and the flow of materials, Functions of inventory, Objective of inventory management, Inventory costs, Economic order quantity, Variations of EOQ model, Period –order quantity,

Unit IV

Independent demand ordering system: Order point system, Determining safety stock, Determining service levels, Different forecast and Lead-Time intervals, Determining when the order point is reached, Periodic review system, Distribution inventory.

Unit V

Products and processes: Need for new products, Product development principles, Product specification and Design, Process design, Continuous process improvement

Text Books

1. Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011
2. Thomas E.V, William L.B, Clay D. W, “ Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011

Reference Books:

1. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
2. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
3. V.D.Vohra (2010) ,Quantative Techniques in Management (4th edn),Tata McGraw Hill Education Private Limited : Delhi

12MS354 MANUFACTURING PLANNING AND CONTROL

Credits: 4:0:0

Objective:

- Manufacturing planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. As such, planning and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit.

Outcome:

- To inculcate on the decisions on production and inventory quantities.
- To study the demand management and the evaluating technique of forecast
- To know the production activity control
- To learn the manufacturing order quantities of production control .

Unit I

Introduction: MPC system framework, definition of MPC. Demand Management: Demand management and MPC environment, Communicating with other MPC modules and customers, Producing and evaluating detailed forecasts, using the forecasts

Unit II

Sales and Operations Planning: Introduction, Fundamentals, The sales and Operations Planning process. Master production Scheduling: The MPS activity, MPS techniques, BOM structuring for the MPS, The final assembly schedule, managing the MPS

Unit III

Distribution Requirement Planning: Introduction, Techniques, Managing issues with DRP. Just-in-Time: JIT in MPC, JIT Application, Non-repetitive JIT and Joint-firm JIT

Unit IV

Production Activity Control: Framework, Techniques and examples. Advanced Concepts in Scheduling: Basic scheduling research, Advanced research findings, Multiple constraint Scheduling

Unit V

Determining Manufacturing order quantities: EOQ, POQ, PPB, Wagner-Whitin Algorithm, Buffering concepts

Text Books

1. Thomas E.V, William L.B, Clay D. W, “ Manufacturing Planning and Control for Supply chain Management, Tata McGraw Hill Publication, 2011
2. Tony Arnold, Stephen N.C, Lloyd M.C. “ Introduction to Materials Management “, Pearson Education, 2011

Reference Books:

1. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
2. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
3. Billington, Dennis, (2009), Production Planning and Inventory Control, PHI Learning

12MS355 SERVICE OPERATIONS MANAGEMENT

Credits: 4:0:0

Objective:

- To make the students understand the importance of process analysis and the supply chain issues
- To give a comprehensive learning of the latest trends of handling the materials like MRP and JIT
- To demonstrate the competence of the quality concepts like TQM and Six Sigma.
- To emphasize the understanding towards the evaluation approaches under project management.

Outcome:

- To inculcate knowledge on the formulating strategies and strategic positioning
- To obtain knowledge on the yield management

Unit I

Formulating Strategies Introduction: Services and economy -characteristics of services – Strategic positioning and service strategy – strategically planning for service growth - internet strategies –strategies for mixed traditional and internet retailers – internet and design – environmental strategies- service operations and environment-environmental strategies for service operations

Unit II

Designing the Delivering System : New service development-service blueprinting – customer utility model - Managing service experiences- The front office- Back office interface -Decoupling – linking decoupling to service concepts – linking decoupling and firm strategies - outsourcing and off shoring- the ethics of off shoring

Unit III

Improving the delivery system Analyzing processes-process flow diagram – process simulation - service quality- Measuring service quality – gaps in service quality – service quality design – achieving service quality - Six sigma for service process improvement – metrics and strategic consistency

Unit IV

Matching Supply and Demand Yield Management: overbooking – capacity allocation - Inventory in services – need for inventory services – practical methods to reduce stock outs, Waiting Time Management- the psychology of queuing

Unit V

Simulation: Introduction – Types of simulation – steps of simulation process – advantage and disadvantage of simulation – Monto Carlo simulation – Simulation of an inventory system –Application of simulation

Text Book

1. Fitzsimmons, J. (2004),Service Management Operations Strategy, Information Technology, (5th edn.), cengage learning: Delhi
2. Metters, R.D., Metters,K., and Pullman, M. (2008), Service Operations Management, (1st edn.), Cengage learning: Delhi.

Reference Books

1. V.D.Vohra (2010) ,Quantative Techniques in Management (4th edn),Tata McGraw Hill Education Private Limited : Delhi
2. Stephen N. Chapman (2005)The Fundamentals of Production Planning and Control , Mar 11, 2005
3. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)

12MS356 PRINCIPLES OF SIX SIGMA AND LEAN MANUFACTURING

Credits: 4:0:0

Objective:

- Leveraging the basic Industrial Engineering knowledge with advanced methods commonly identified with six sigma (ref: American Society for Quality (ASQ) Body of Knowledge), also to appreciate the value and utilize teamwork in accomplishing improvements to the “as is” process. Learning a brief history of manufacturing approaches employed and the background and philosophy of lean production

Objective:

- To demonstrate the competence using Industrial Engineering and Six Sigma “tools” in achieving quantifiable results.
- To learn the concept of waste and that the quest for truly lean production is a journey and not a destination.
- The need for strategy, alignment with other corporate or plant Objective and preparation for lean production will be presented.
- To learn a set of approaches used in implementing lean production in Production operations.
- Need for employee creativity and motivation for lean implementation will be discussed and examples will be given

Unit I

Introduction to Six Sigma Enterprise-wide Deployment- History of Six Sigma-Six Sigma Roles and Responsibilities - Linking Projects to Organizational Goals , Six Sigma Body of Knowledge Define-Measure- Analyze- Improve- Control

Unit II

Six Sigma Project Selection and Planning Outline of Project Expectations/Entitlement- Project Selection-Determination of Project Scope- Development of Project Charter-Development of Project Business Case-Team Selection and Development

Unit III

Project Completion and Presentation Determine Six Sigma Control Methodologies-Implement Methodologies-Measure Process Performances and Determine Project Financial Benefit- Develop Written Project Report-Develop Presentation- Make Presentation.

Unit IV

Lean production – Introduction, background and lean thinking. Importance of philosophy strategy- culture-alignment-focus and systems view. Lean production preparation – System assessment, process and value-stream mapping – Sources of waste.

Unit V

Lean production processes, approaches and techniques.—Importance of focusing upon flow. Tools: Workplace organization – 5S.Stability. Just-In-Time – One piece flow – Pull. Cellular Systems Quick change and set-up reduction methods-Total productive maintenance

Text Books:

1. Evans,J.R. and Lindsay,W.M (2007) An introduction to six sigma and process improvement(1st edn.),Cengage learning : Delhi
2. Devadasan, Mohan “ Lean and Agile Manufacturing”, PHI, 2012

Reference Books:

1. Breyfogle,J and Forrest W.(.(2006) Implementing Six Sigma (2nd Edn.),John Wiley & Sons, Inc., Cengage learning : Delhi
2. Gary Conner, Lean Manufacturing, 2004, Lean Enterprise Training,
3. Dennis Hobbs (2012), Lean Manufacturing Implementation, J Ross Publication

12MS357 BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING

Credits: 4:0:0

Objective:

- To analysis and design of workflows and processes within an organization. Business Process Re-engineering (BPR) is basically rethinking and radically redesigning an organization's existing resources

Outcome:

- To study the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical modern measures of performance, such as cost, quality, service, and speed
- To know the concept of value engineering and job plan of value engineering

Unit I

INTRODUCTION

Business Process: Definition Dimensions, History of BPR, Definition, Basics, Benefits of BPR, Role of leader and manager, Guiding principles of BPR, Key targets of BPR

Unit II

BPR IN MANUFACTURING INDUSTRY

Enablers of BPR in manufacturing, Product design and development, BPR AND IT: Relationship between BPR and IT, Role of IT in Reengineering, BPR tools and techniques, Criticality of IT in Business process

Unit III

BPR IMPLEMENTATION METHODOLOGY

Reasons for implementation of BPR, Necessary attributes of BPR methodologies, BPR team characteristics, Different phases of BPR, Different BPR methodologies, Steps of Process Reengineering, Performance measures of BPR, Risks associated with BPR, Barriers to BPR implementation, Areas generating Barriers to BPR, A framework for Barrier management

Unit IV

VALUE ENGINEERING CONCEPTS, THEORY AND FUNDAMENTALS

Relevance of Value engineering to Indian Scenario, Meaning of Value, Ways to add Value, Value Engineering basics, Techniques employed in Value Engineering

Unit V

VALUE ENGINEERING JOB PLAN

Introduction, Selecting the project, Selecting team members, Phases of Value Engineering Job plan, General phase, Information phase, Function phase, Creation , Phase, Evaluation phase, Investigation phase, Implementation phase

Text Books:

1. Radhakrshnan and Balasubramanian, Business Process Reengineering: Text and Cases, Prentice Hall of India, 2007
2. Dey, Bausiness Processing Re Engineering & change Management , biztantra Wiley 2009

Reference Books:

1. Mukha Padhyay(2009), Value Engineering, Sage Publications
2. Iyer(2000), Value Enigneering: A How to Manual, New Age International Publishers,
3. Jaganathan(2002), Getting more at low cost: The value Engineering way, Tat Mc Graw Hill,
4. Sethi(2009), Organuisational Transformation Through Business Process Re- engineering, Pearson,
5. Kumar(2009), Value Engineering, Narusha Publishers,
6. Shridhara Bhatt(2009),Business Process Reengineering, Himalaya Publishing House,

12MS358 CROSS CULTURAL MANAGEMENT

Credits: 4:0:0

Objective:

- To learn organizational culture within and between countries, across different cultures
- To familiarize management aspirants to practice global management practices, when they work in MNCs and international NGOs
- To offer a selective but broad view of current thinking on culture linked to management, organization and communication

Outcome:

- The course participants stand to gain a substantial understanding of key contemporary issues such as cross cultural conflict and equipped with appropriate negotiation skills required to be a successful cross cultural communicator.

Unit I: Introduction to Culture

Concept – elements and characteristics – cultural variables – types of culture – role of culture – effect of culture on behavior Organizational Systems, Structure and Design: - system's view of organization – organization structure and relationships with systems – culture and organizations – organizational culture and design Organizational Culture and Organizational Change: - cultural differences – dimensions of culture – organizational culture change process – organizational climate –

Unit II: Diversity and Organizational structure

Definitions – culture and diversity – importance of diversity – barriers to cultural diversity – diversity management – diversity and business performance Basic Cross Cultural Management: cross cultural issues and theories – models of cross cultural analysis – cross cultural issues in Organizations – Globalization and Culture: -link between globalization and culture – institutional factors that promoted globalization – globalization challenges for managing OB - purpose and values

Unit III: Technology and Culture

interface between technology and culture – sociological and economic issues in technology management – strategic technology management – technological determinism – Cultural issues in Mergers and Acquisitions (M & A): - concepts and forms of M & A – cross cultural issues in M & As – cross cultural dimensions of cross border M & As – cross-cultural due diligence – Cross-Cultural Decision-Making: - decision making process as a scientific process – contingency approach to decision making – cross cultural differences in decision-making styles

Unit IV: Culture and Management

Cultural dimensions and dilemmas – management tasks and cultural values - culture and leadership – cultural change in organizations

Unit V: Culture and Communication:

Communicating in and between cultures – barriers in cross cultural management communication – negotiating in international context – intercultural relationships

Text Books:

1. Dipak Kumar Bhattacharyya, Cross-Cultural Management, 2010, PHI Learning Private Limited, New Delhi
2. Marie-Joelle Browaeys and Roger Price, Understanding Cross-cultural Management, 2010, Dorling Kindersley (India) Pvt. Ltd, New Delhi

Reference Books:

1. Maureen Bridget Rabotin, Culture Savvy: Working & Collaborating Across the Globe, 2012, Cengage Learning India Pvt. Ltd, Delhi 110092
2. S.C. Gupta, Global Business and Cross Culture, 2012, Galgotia Publishing Company, New Delhi – 110058
3. Richard M. Steers, Carlos Sanchez-Runde, and Luciara Nardon, Management Across Cultures Challenges and Strategies, ISBN:9781107606210, Cambridge University Press, New Delhi - 110002

12MS359 COMPENSATION MANAGEMENT

Credits: 4:0:0

Objective:

- To have an insight into compensation structure followed in the industry
- To know the process of linking performance with pay
- To understand the value/ process of framing of different benefit plans
- To explore methods by which labour costs could be controlled

Outcome:

At the end of the course,

- Students would be able to frame a strategic pay model
- Students would be able to frame incentive schemes, benefit plans based on organizational/industry requirements
- students will also be able to work out labour costs and suggest measures to have labour costs under control

Unit I

COMPENSATION AND ITS DIMENSIONS

Compensation: Definition – view of employers, employees, stock holders, public, global views. Compensation Dimension: Cash compensation – Base Wage, Merit Pay, Incentives. Benefits: allowances, income protection measures – Compensation System – Strategic Pay Decisions: Developing a total compensation strategy, tests for source of competitive advantage – align, differentiate and adding value - Best fit Versus Best Practices – Obtaining information from the process of Job Analysis and Job Evaluation.

Unit II

DETERMINING THE STRUCTURE

Internal alignment as a compensation strategy; factors influencing internal structure Internal Structures: Proportions of internal structure - Strategically designing internal structures – Tailored Versus Loosely coupled, Egalitarian Versus Hierarchical. Considering External Competitiveness: External competitiveness – definition – Factors shaping external competitiveness: Labour Market, Product Market Factors, organisation Factors, Relevant Markets - Competitive Pay Policy Alternatives.

Unit III

PAY FOR PERFORMANCE

Pay for performance Plan - Types of Pay for Performance: Shop Floor Incentives, Sales Force Incentive Schemes, Executive Pay, team based pay – Profit Sharing – Gain Sharing – Employees Stock Ownership Plan (ESOP) – Role of Performance Appraisals in determining pay for performance. Long term incentive plans and short term incentive plans

Unit IV

DESIGNING EMPLOYEE BENEFITS PLAN

Value of employee benefits – Components of a benefit plan – Administering benefit program - Benefit Options: Benefits to be provided statutorily, Retirement and Savings plan, Life Insurance, Medical Benefits, Medical Insurance and Miscellaneous; child care, elder care etc.

Unit V

MANAGING COMPENSATION SYSTEM IN ORGANISATIONS

Role of Union in determining compensation, union and alternative reward systems – Estimations regarding ability to pay: Managing labour costs, Control Salary Level – Inherent Controls – Change Agent in Restructuring and structuring the compensation function

Text Book

1. Milkovich, G.T., and Newman, J.M., (2005) Compensation (8th edn.), India: Tata McGraw Hill

Reference Book

1. Richard I. Henderson, (2006) Compensation Management in a Knowledge Based World (10th edn.), India: Pearson Education

12MS360 LABOUR LEGISLATION AND INDUSTRIAL RELATIONS

Credits 4:0:0

Objective:

- To provide adequate knowledge and critical understanding of substantive and procedural labour laws in operation in India and to make the participants take keen interest in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.

Outcome:

- The participants will be able to handle legal issues pertaining to industrial relations in organizations and would be equipped with skills to manage employer-employee conflicts/grievances.

Unit I

Laws on Working Conditions - Factories Act, 1948: Approval, licensing and registration of factories – Inspectors and their powers – Health, Safety and Welfare Provisions – Working Hours of adults – Employment of Young Persons - Annual Leave with wages – Registers and Records – Penalties, Contract Labour (Regulation and Abolition) Act, 1970: Registration, Revocation of Registration, Prohibition of Employment of Contract Labour, Licensing of Contractors, Welfare and Health of Contract Labour, Penalties.

Unit II

Laws on Industrial Relations – Industrial Relations – Causes for poor industrial relations – Recommendations of National Commission of Labour – International Labour Organisation Objective, Structure and Functions Industrial Disputes Act, 1947: Strike, Lockout, Layoff, Retrenchment, Grievance and Disciplinary Procedures, Unfair Labour Practices, Penalties.

Industrial Employment (Standing Orders) Act, 1946: Information in standing orders - Procedure for submission – Certification - Modification of Standing Orders

Trade Unions Act, 1926: Registration of trade union - Rights and Liabilities - Dissolution of Trade Unions

Unit III

Laws on Wages And Bonus - Minimum Wages Act, 1948: Minimum rate of wages - Procedure for fixation and revision of wages – wages in kind – Overtime – Registers and Records - Inspectors, Claims, Offences and Penalties. Payment of Wages Act, 1936: Rules for payment of Wages, Deductions, Maintenance of Records and Registers - Inspectors, Claims, Offences and Penalties.

Payment of Bonus Act, 1965: Meaning - Eligibility for Bonus – Payment of minimum and maximum bonus – available and allocable surplus – set on and set off of allocable surplus - Computation of Bonus - Offences and Penalties.

Unit IV

Laws on Labour Welfare - The Workmen's Compensation Act, 1923: Employer's liability for compensation – Accident arising in the course of employment - Amount and distribution of Compensation - Notice and Claim.

The Employees' State Insurance Act, 1948: ESI Corporation - Medical Benefit Council –Contribution – Benefits - Adjudication of Disputes and Claims, Penalties.

The Maternity Benefit Act, 1961: Prohibition of Employment of women during certain period - Leave for illness arising out of pregnancy - Nursing Breaks - Inspectors, Offences and Penalties.

Unit V

Laws on Social Security - The Employee's Provident Fund and Miscellaneous Provision Act, 1952: Schemes – Contributions – Employees' Pension scheme - Employees' Deposit-linked insurance scheme – Offences and Penalties.

The Payment of Gratuity Act, 1972: Payment of Gratuity - Determination of the amount of Gratuity - Offences and Penalties.

Text Books

1. P.L. Malik, "Handbook of Labour and Industrial Law", Eastern Book Company Publishing Pvt. Ltd., Third Edition, 2010
2. B.D. Singh "Labour Laws for Managers", Excel Books, First Edition, 2007

Reference Books

1. Labour & Industrial Laws, P.K. Padhi (2010), PHI Learning P. Ltd.
2. T.N Chhabra & R.K.Suri "Industrial Relations" Dhanpat Rai & Co, 2007
3. P.R.N. Sinha, Industrial Relations, Trade Unions, and Labour Legislation, Pearson, 2010.

12MS361 MANAGING EMPLOYEE PERFORMANCE

Credits: 4:0:0

Objective:

- To enhance knowledge about employee performance in organizations
- To enable the participant to distinguish individual and organizational performance
- To provide insights into the various methods and techniques of performance evaluation
- To facilitate planning for performance, coaching, measuring and mentoring

Outcome:

At the end of this course the student participant will be able to

- Thoroughly transpire the nuances of employee performance management
- Create templates and models to measure performance
- Plan, execute and monitor individual performance and generate reports
- Familiarize with the latest trends and technological support for managing performance

Unit I

Performance Planning - Performance Planning – Meaning – Planning need based Individual Performance – Approaches – Contexts and explanations - Identification of Target – Action Plans – Goal Setting

Unit II

Identifying performance indicators - Key Result Areas – Key - Performance Areas - Competency Levels – Benchmarking - Developing Measurement Scales – Criteria for performance measures - Aligning Standards in accord to organizational plans & Objective – Performance administration

Unit III

Measuring Performance - Performance Measures - HR Scorecard - HR Accounting – Competency - Analysis & Competency Mapping - Competency Analysis Tools - Thomas DISC Profiling – Introversion and Extroversion Inventory - Performance Appraisal Tools: Behaviourally Anchored Rating Scales - Graphic Rating Scales, 360 Degree Appraisal- Management by Objective – Assessment centers

Unit IV

Coaching & Counseling - Coaching to improve Poor Performance – Sustaining Performance through Counseling – Encouraging Superior Performance – Role of counseling in post appraisal Interviews – Behavior management for enhanced performance

Unit V

Managing performance across borders – Cultural impact on performance evaluation – Management of performance appraisal program - Performance Analysis as a Cost Effective Analysis – Evaluation through Survey, Interviews - Feedback Sessions – Periodical Checks to ascertain program Objective – Control mechanism.

Text Books

1. Rao T.V, (April 2004) Performance Management (1st edn.) India: Response
2. Kohli A.S. (2008), Performance Management (1st edition) New Delhi, Oxford University Press.

Reference Books

1. Werner Desimone, (2006) Human Resource development (India edn.) India: Cengage Learning
2. Geert Bouchaert & John Halligan (2008) Managing performance (1st Edn.) New York: Routledge
3. Tapomoy Deb, (2008), Performance Appraisal and Management, 1st Edn. New Delhi, Excel Books

12MS362 NEGOTIATIONS MANAGEMENT

Credits: 4:0:0

Objective:

1. To unravel the fundamentals of negotiations to the student participant
2. To give an exposure on the merits and demerits of conflicts and resolutions in an organization
3. To train students on various negotiation skills and requirements for negotiation
4. To educate the participant on ethical usage of negotiations for conflict resolution

Outcome:

At the end of the course the student participant will be able to

- ascertain the need for conflict resolution in a given situation
- understand human psychology and choose the most appropriate method for negotiation
- systematically resolve conflicting situations and arrive at mutually conducive solutions

Unit I

Introduction to Negotiation - Defining Negotiation – Distributive – Classic distributive bargaining and Integrative bargaining – Context of negotiation – Structure – Relationship – Interdependence – Power – Role of personality in negotiation – Personality Attributes

Unit II

Theories of Negotiation: Identity theory – Social Interaction theory – Field theory – Human need theory – Rationale choice theory – Transformation theory – Mutual gains theory – Impasse and Alternative Dispute Resolution (ADR) – Negotiation Process – Pre-negotiation – Opening – Information sharing – Problem solving - Settlement

Unit III

Key Negotiating Temperaments – Harmonizer – Controller – Pragmatist – Action seeker - Perceiving others - Communicating in negotiation – Effective listening – Effective speaking Understanding cultural and gender differences – Types of power – Influence of power in negotiations

Unit IV

Principles of persuasion – Social judgment theory – Cognitive dissonance – Crossing the creek – Ethics in negotiation – Fairness – Trust - Importance of assertiveness in negotiation - Rules of negotiation and common mistakes – Interests and goals – types of goals – Prospective goals – Retrospective goals

Unit V

Strategies of Negotiation – Increments of concession – Principles negotiation – Multiple Equivalent Simultaneous Offers (MESO) – Economic matrix – 3-D Negotiation – Interpersonal negotiation - Team Negotiation – Consumer negotiation – Organizational negotiation – Community negotiation – International negotiation

Text Books

1. Barbara A Budjac., & Corvette (2012) Conflict Management: A practical guide to developing negotiation strategies (3rd Edition) Pearson Education, India
2. Michael L Spangle & Myra Warren Isenhardt (2008) Negotiation: Communication for diverse settings (2nd edition) Sage Publications, India

Reference Books

1. Michael R Carrell & Chistina Heavrin (2009) Negotiating Essentials – Theory, Skills & Practices (2nd Edition) Pearson Education, India.
2. Rao S L., (2005), Negotiation made simple, (1st edition), Excel Books, India
3. Deborah M Kolb & Judith Williams (2007), Everyday Negotiation (1st edition), Wiley India Pvt., Ltd.

12MS363 ORGANIZATIONAL TRANSFORMATION

Credits: 4:0:0

Objective:

- To understand radical change dynamics in management philosophy
- To help the student participant understand organizational transformation
- To facilitate deeper insight through knowledge and skill acquisition

Outcome:

At the end of the course the student participant will be able to

- Appreciate the importance of change and transformation at various levels of organization
- Practically decipher organizational structures and design for effective change
- Formulate strategies for transformation and change using various models

Unit I

Historical context of change – An uncertain future – Organizations today – Strategies for effecting change in human systems – Nature of organizational change - Foundations of organization transformation - Intervention theory and method – Intergroup problems in organizations - Organization mirror interventions – Parallel learning structures

Unit II

Organizational structure – design – Dimensions of structure – Models of change – Culture for change – Sources of culture – Dimensions of organizational culture – Organizational politics – Politics of powerlessness – Power and conflict in times of change – Link between power, politics and conflict – Leadership of change – Approaches

Unit III

Strategies for managing change – Hard systems model of change – Soft systems model – Managing change in soft complexity – OD process – Action research model - Cutting edge strategies - Appreciative inquiry – Empowering to manage change – Accelerating the cycles of OD interventions

Unit IV

Implementation guidelines and issues – A changing future – Creating readiness for change – Defining political model for organizations - Choosing the depth of organizational intervention – Rules of thumb for change – Occupational changes – operating virtually - Improving self efficacy through coaching

Unit V

Creating successful organizational change – Organizational mental modes – Dealing with individuals and groups – Overcoming resistance to organizational change – Managing discontinuities – Interventions for turnaround situations – Success stories of organizational transformation in Indian industries

Text Books:

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki (2011) Organization Development and Transformation (6th edition), Tata McGraw-Hill, India.
2. Barbara Senior & Jocelyne Fleming, (2010), Organizational Change, (3rd Edition) Pearson Education, India.

Reference Books:

1. Cummings & Worley (2009), Organizational development and change (8th edition), Cengage Learning, India.
2. Harigopal K, (2001), Management of Organizational Change: Leveraging Transformation, (1st edition), Response books, India
3. Organization Development and Transformation, SK Bhaa, (2010), Deep and Deep Publication Pvt. Ltd.

12MS364 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits: 4:0:0

Objective:

To explore the strategic role of human resources in organizational performance, human resource environment in organizations, human resource evaluation, measuring employee performance, mentoring and career management

- to provide strategic human resource management processes that can be employed for business performance
- to understand investment perspective for guiding managerial decisions regarding strategic human resources related issues
- to develop appropriate strategies for organizational effectiveness

Outcome:

- To enable participants capable of conducting a strategic review of human resource practices in order to develop and implement strategic human resource management

Unit I

Introduction to Strategic Human Resource Management (SHRM) – human resources as assets – evolution of SHRM – strategic fit – distinctive human resource practices – theoretical perspective on SHRM Human Resource Environment: HRM in knowledge economy – HR Outsourcing – Technology and HRM – HRM and change

Unit II

Human Resource Evaluation: definition – HRM and firm performance – rationale for evaluation – measures of HRM performance – contemporary approaches Human Resource Planning (HRP): business strategy and HRP – significance of HRP in changing environment – perspectives – job analysis and SHRM – HRP and outsourcing
Acquiring Human Resources: external influences on staffing - internal influences on staffing – internal versus external recruitment sources - staffing process – evaluation – strategic recruitment and selection

Unit III

Training and Development of Human Resources: HRM approaches to Training and Development – linkage between business strategy and training – new developments in Training and Development Performance Management and Development Systems: problems – effective performance management systems – technology and performance management – strategic linkage of performance management – Compensation and Rewards Management: determinants – approaches – equity in rewards decisions – trends in executive compensation – business strategy and compensation

Unit IV

Managing Careers: career planning, development, and management – design and implementation of career management systems – SHRM approach to career management – Mentor Relationships: concept – perspectives – outcomes – barriers – special mentoring challenges – Work-Life Integration: changing notions – issues – work life balance – work life integration

Unit V

Link to Business Strategy and Firm Performance: - sustained competitive advantage – linking HRM practices to organizational outcomes – linking strategy to HRM practices – Management of outsourced and Services sector employees

Text Books:

1. Tanuja Agarwala, (2007), Strategic Human Resource Management, Oxford University Press, New Delhi 110 001
2. George F. Dreher, Thomas W. Dougherty, (2005), Human Resource Strategy – a Behavioural Perspective for the General Manager, Tata McGraw-Hill Publishing Company Limited, Delhi 110 032

Reference Books

1. Michael Armstrong, Strategic Human Resource Management,(2009), Kogan Page India Private Limited, New Delhi – 110 002
2. Charles R. Greer, (2001), Strategic Human Resource Management, A General Managerial Approach, Pearson Education
3. Jon M. Werner, Randy L. De Simone, (2009) Human Resource Development, Cengage Learning, Delhi 110092

12MS365 WORK PLACE COUNSELING

Credits: 4:0:0

Objective:

- To develop a conceptual understanding of workplace counseling and its importance in organizations
- To develop counseling skills in the budding managers so that they can help their employees to sort out their personal, family and work related problems

Outcome:

At the end of the course,

- the students acquire a wide range of communication methods that managers can use, to build trusting and respectful relationships
- Students get practical knowledge of creating amicable and conducive environment in the organizations in which employees can better manage themselves and their work.

Unit I

Emergence and growth of counseling services; factors contributing to emergence of counseling, moral, philosophical and economic issues. Approaches to counseling; Psychoanalytic – Behaviouristic – Humanistic – Roger's self-theory – Self concept and its development

Unit II

Counseling Process; Stages in counseling process – Counseling relationship – Counseling interactions – factors influencing counseling process - counselee factors, Counseling Interview; Non-verbal communication – counselee and counselor relationship – interviewing techniques – structuring counseling relationship.

Unit III

Counseling Skills; Non-verbal communication – modalities – interpretation – non-verbal messages, Verbal communication – Verbal messages – verbal listening – silence or passive listening – restatement of content and reflection of feeling, Listening barriers; personal limitations, emotional reactions – lack of self awareness – self consciousness, qualities – tolerance – discretion – empathy – positive regard

Unit IV

Psychological testing and diagnosis; Types of psychological tests, factors affecting results of tests – limitations of use of tests, test use and test interpretation in counseling process. Non-test client appraisal techniques, psycho diagnosis and limitations of diagnosis
Evaluation of counseling: Problems – approaches – problems of measuring change – usefulness of counseling – criteria for evaluation

Unit V

Organisational Applications; Group Counseling – structuring groups – types of groups – process of group counseling – limitations and assumptions. Change Management - Managing diversity - Equal Opportunities – Mentoring – Team Management – Conflict Resolution – Organisational Development – Dealing with problem subordinates – Alcoholism, Substance Abuse, Habituation and dependence – Counseling for stressed employees

Text Books:

1. Kavita Singh, Counseling skills for managers, Prentice Hall of India, (2007)
2. S.Narayana Rao, Counseling and guidance, Tata Mc-Graw Hill Company (2010)

Reference Books:

1. Philip Burnard, Counseling skills training: Viva Books Private Limited (2007)
2. Richard Nelson Jones, Basic counseling skills, A helpers Manual, Sage Saith Asia, (2008).
3. Adrian Coles, Coles, Counselling in Workplace, Open University Press, 2003.

12MS366 TRAINING AND DEVELOPMENT

Credits: 4:0:0

Objective:

- To comprehend the theory surrounding learning
- To provide the application of training methods
- To help prospective trainers to create a value through T&D
- To successfully deal with competitive challenges

Outcome:

- Student will have a good understanding on identifying the training needs of the employees
- Students learn to design, develop the training programs for employees
- Students are exposed to the implementation and evaluation of the training imparted to the employees
- Students learn the theoretical underpinnings of adult learning or androgyny

Unit I

Introduction: opportunities and challenges – the role of training-structure of training organizations- strategic planning and training- OD and training-motivational and learning theories, understanding motivation and performance, training and management development, Objective of training

Unit II

Training Need Analysis (TNA): what is TNA- importance of TNA, benefits of TNA, When to conduct need analysis, Conducting need analysis-Framework for TNA approaches-outcomes of TNA

Unit III

Training design: definition of training design, identifying constraints-developing Objective- essential elements in training design, important consideration while designing a training course- Bloom's typology of learning, The CRAMP model, facilitation of learning, facilitation of transfer-theories of training design- Elaboration theory, Gagne-Brigg's theory

Unit IV

Training methods: On the job methods- off the job methods- traditional methods-E learning-technology's influence on training and learning-computer based training-developing effective online learning-technologies for training support-for training administration-development phase-implementation phase

Unit V

Evaluation: Reasons-process- types of evaluation data- outcomes used in evaluating training programs - constraints in evaluation-four levels frameworks of evaluation criteria-evaluation designs- post test only- pretest-post test- post-test only with control group- pretest-post test with control group- the future of training and development

Text Book:

1. Blanchard, P.N., and Thacker, J.W., (2004), Effective training: Systems, strategies and practices, 2nd ed., Prentice Hall of India
2. Raymond, A. Noe (2008), employees training and development, 4th ed., Tata Mc-Graw Hill

Reference Books:

1. G.Pandu Naik, Training and Development, Excel books, New Delhi, 2007
2. William Rothwell, Beyond Training and Development, Jaico Publishing house, 2007
3. Goldstein Irwin L., Ford, J. Kevin , Training in Organizations, Thomson Asia Ltd., Singapore, 2005

12MS367 DESIGNING HUMAN RESOURCE SYSTEM

Credits: 4:0:0

Objective:

- This course aims to develop an insight of various HR practices in the organisation that makes the employees to work more effectively.
- It gives the learner an overall picture about how Human resource system is designed in an organization
- It also gives an insight into how the best working environment can be established in an organization where the employees feel pride and joy in their work, how jobs can be designed to help the employees to utilise their higher level skills and satisfy their higher level needs.

Outcome:

- Student will be clear on analyzing the concepts pertaining to HR
- Students learn to take up the challenge of matching the role and the person in organisations.
- Students are exposed to the recent and changing trends of HR.
- Students learn the method of appraising one's performance / potentiality, developing the dyadic relationship, and to integrate the individual in the culture.

Unit I

CONCEPT AND BOUNDARIES OF HUMAN RESOURCE SYSTEM

Development as the underlying concept of HRS: Functions of HRS, Structuring HRS, Changing boundaries of HRS, Business environment, Organizational context, context of societal culture, organizational culture, proactive and reactive strategy for design, Case study

Unit II

ANALYSING ROLE FOR DEVELOPMENT

Matching the role and person: Recruitment and placement – selection procedure – and techniques – different sources of recruitment- internal VS external sources- Merits and demerits of internal and external sources of recruitment- induction of the newly rselected employees- Role analysis – Key Performance areas – Critical attributes – Competency Mapping – Assessment center approach – From recruitment and placement to top grading - case study

Unit III

PERFORMANCE APPRAISAL TO PERFORMANCE MANAGEMENT

Performance Appraisal – Developing the person in the role – Different appraisal systems to Performance Management Systems – difference between performance management and performance appraisal - traditional and modern methods of appraisal – Potential Appraisal: Role description – Qualities required – Indicator of qualities – Organizing the system – Feedback on potential appraisal for career appraisal – Introducing potential appraisal – linkages with other systems case study

Unit IV

DEVELOPING DYADIC RELATIONSHIPS

Objective of coaching – Conditions for effective coaching – process of coaching - making coaching more effective – Job enrichment – Quality of working life – Role efficacy – Development need of workers-case analysis

Unit V

INTEGRATING THE INDIVIDUAL IN THE CULTURE

Strong, Corporate identity – Building healthy traditions and practices – Communication – methods of communication - Mentoring – Assimilation and Integration – effective assimilation strategy – pygmalion impact - case analysis

Text Books

1. Udai Pareek and Rao TV (2003) Designing and Managing human resource systems, (3rd Edition), Oxford & IBH Publishing Co.,* (I)
2. Werner Desomond,(2008), Human resource development, Cengage India learning Private limited, New Delhi

Reference Books

1. Peter Pruzan (2007) Leading with wisdom, Spiritual-based leadership in business, Tata McGraw Hill, India
2. Lepak David and Gowan Mary (2009), Human resource management, Pearson Education, New Delhi
3. Jayanth Mukherjee (2012), Designing Human Resource Management Systems A Leader's Guide, Sage publication Ltd., Delhi.

Karunya University

13MS101 TECHNOLOGY FOR SOCIETAL NEEDS

Credit: 3:0:0

Objective:

- To mould a community of professionals who are environmentally conscious and socially committed
- To introduce basics of water, renewable energy and health management and water security issues

Outcome:

- Students will be enabled to understand the importance of application of technology for meeting the societal needs
- Students will be made aware of inter-disciplinary studies and research
- Social commitment of Karunya University will be inculcated among the students

Unit I

TECHNOLOGY AND SOCIETY

Social concern of Karunya University as reflected in its vision, mission and goals – focal areas of research of the university – Introduction to interdisciplinary studies – Technology as driving force of society – Technology as a cultural element – Technology as an activity – Technology is ‘value-laden’.

Unit II

BASICS OF INTEGRATED WATER RESOURCES MANAGEMENT (IWRM)

Hydrologic cycle – IWRM: definition, importance and principles – International and national water crisis – Water users: good and bad points – Implementing IWRM – Water for drinking – Water for food – Water for energy – Water for environment – Introduction to water resources engineering

Unit III

CONCEPTS OF FOOD SECURITY

History of agriculture and animal husbandry – Four dimensions of food security – Duration of food security – Safety nets – Severity of food insecurity – Vulnerability - Poverty, hunger and malnutrition – Introduction to food sciences and engineering

Unit IV

INTRODUCTION TO BIOMEDICAL TECHNOLOGY

Milestones in biomedical technology – Computers in health care – Introduction to digital radiology – Telemedicine – Nature of infectious diseases: occurrence, preventive measures, treatment – Examples of a few specific infectious diseases, their prevention and treatment – Basics of cell biology and cancer – Concepts of biotechnology and biomedical engineering.

Unit V

FUNDAMENTALS OF RENEWABLE ENERGY

Renewable energy sources - Specific sources: solar, wind, biomass, hydrogen, geothermal, ocean, hydropower – Using renewable energy as a stakeholder/user – Energy delivery and storage – Advanced vehicles – Conventional vs renewable energy – Future prospects of renewable energy.

Text Books:

1. Lecture Note Handout URLs
 - a. <http://www.umsl.edu/~keelr/280/280lec.html> (Technology and Society)
 - b. www.cap-net.org (Basic Principles of Integrated Water Resources Management)
 - c. <http://www.johnston.k12.nc.us/education/components/scrapbook/default.php?sectiondetailid=147717> (Biomedical Technology)
 - d. http://www.nrel.gov/learning/student_resources.html (Renewable Energy)
2. An Introduction to the Basic Concepts of Food Security, Food Security Information for Action, Practical Guides, FAO, Rome, 2005

Reference Books:

1. Vinita Bhati., “India's Water Resources: Planning and Management”, Universal Scientific, 2003
2. Technical Advisory Committee, “Integrated Water Resources Management”, Technical Advisory Committee, Background Paper 4, Global Water Partnership, Stockholm, Sweden. 2002.
3. Technical Advisory Committee, “Poverty Reduction and IWRM” Technical Advisory Committee, Background paper 8, Global Water Partnership, Stockholm, Sweden, 2003
4. World Food Program. 2005. Emerging Food Security Assessment Handbook: http://www.wfp.org/operations/emerging.needs/EFSA_section/.pdf
5. Health for effective living: a basic health science (Health Education), Edward B. Johns, Wilfred C. Sutton, Lloyd E. Webster, McGraw-Hill, 1970
6. Rai G. D., “Non-conventional Energy Sources”, Khanna Publishers, New Delhi, 2007
7. Rao S and Paruklekar, “Energy Technology – Non Conventional, Renewable and Conventional”, Khanna Publishers, New Delhi 1999

Karunya University

13MS201 DISASTER MANAGEMENT

Credits : 3:0:0

Objective:

- To provide students an exposure to disasters, their significance and types.
- To ensure that students begin to understand the relationship between vulnerability, disasters, disaster prevention and risk reduction
- To gain a preliminary understanding of approaches of Disaster Risk Reduction (DRR)

Outcome:

- Would enhance awareness of institutional processes in the country in disaster management
- Helps to develop rudimentary ability to respond to their surroundings with potential disaster response in areas where they live, with due sensitivity.
- Assess the risk, evaluate and to provide means for risk reduction strategies

Unit I

INTRODUCTION TO DISASTERS:

Concepts and definitions (Disaster, Hazard, Vulnerability, Resilience, Risks)

Unit II

DISASTERS: Classification Causes, Impacts (including social, economic, political, environmental, health, psychosocial, etc.) Differential impacts- in terms of caste, class, gender, age, location, disability Global trends in disasters, urban disasters, pandemics, complex emergencies, Climate change

Unit III

APPROACHES TO DISASTER RISK REDUCTION: Disaster cycle - its analysis, Phases, Culture of safety, prevention, mitigation and preparedness community based DRR, Structural- nonstructural measures, roles and responsibilities of- community, Panchayati Raj Institutions/Urban Local Bodies (PRIs/ULBs), states, Centre, and other stake-holders.

Unit IV

INTER-RELATIONSHIP BETWEEN DISASTERS AND DEVELOPMENT: Factors affecting Vulnerabilities, differential impacts, impact of Development projects such as dams, embankments, changes in Land-use etc. Climate Change Adaptation. Relevance of indigenous knowledge, appropriate technology and local resources

Unit V

DISASTER RISK MANAGEMENT IN INDIA: Hazard and Vulnerability profile of India Components of Disaster Relief: Water, Food, Sanitation, Shelter, Health, Waste Management Institutional arrangements (Mitigation, Response and Preparedness, DM Act and Policy, Other related policies, plans, programmes and legislation)

TEACHING RESOURCES

A range of Films- documentaries and feature films related to disasters and their impacts and on vulnerabilities of people are available which a teacher could choose with care and screen. This could form a basis for classroom discussion.

Suggested Reading list:

1. Alexander David, Introduction in 'Confronting Catastrophe', Oxford University Press, 2000
2. Andharia J. Vulnerability in Disaster Discourse, JTCDM, Tata Institute of Social Sciences Working Paper no. 8, 2008
3. Blaikie, P, Cannon T, Davis I, Wisner B 1997. At Risk Natural Hazards, Peoples' Vulnerability and Disasters, Routledge.
4. Coppola P Damon, 2007. Introduction to International Disaster Management, Carter, Nick 1991. Disaster Management: A Disaster Manager's Handbook. Asian Development Bank, Manila Philippines.

5. Cuny, F. 1983. Development and Disasters, Oxford University Press. Document on World Summit on Sustainable Development 2002.
6. Govt. of India: Disaster Management Act 2005, Government of India, New Delhi.
7. Government of India, 2009. National Disaster Management Policy, Gupta Anil K, Sreeja S. Nair. 2011 Environmental Knowledge for Disaster Risk Management, NIDM, New Delhi
8. Indian Journal of Social Work 2002. Special Issue on Psychosocial Aspects of Disasters, Volume 63, Issue 2, April.
9. Kapur, Anu & others, 2005: Disasters in India Studies of grim reality, Rawat Publishers, Jaipur
10. Kapur Anu 2010: Vulnerable India: A Geographical Study of Disasters, IAS and Sage Publishers, New Delhi.
11. Parasuraman S, Acharya Niru 2000. Analysing forms of vulnerability in a disaster, The Indian Journal of Social Work, vol 61, issue 4, October

Karunya University

13MS301 ORGANIZATIONAL BEHAVIOR AND MANAGEMENT

Credits: 4:0:0

Objective:

- to learn management concepts
- to better understand themselves as individuals in order to carefully manage and
- to obtain the desired Outcome from their teams and organization's dynamics.

Outcome:

At the end of this course, the students will be able to understand:

- The functions of management
- The principles underlying organizational behavior
- Behavioral processes and personality
- Application of leadership and motivational theories and
- To communicate effectively among groups.

Unit I

MANAGEMENT CONCEPTS

Introduction to management – Functions of management – POSDCORB – classical-neoclassical-modern theories of management- Planning types and premises – short term-long term- medium range plans-Decision making - Structure of organization – Span of management – Delegation of authority – Departmentation - Centralization and decentralization – Process of control - Direction

Unit II

FOCUS AND PURPOSE OF OB

OB as a subject – Importance of OB- Key forces affecting organizational behavior-History and Development – Evolution of management thought- Contributing disciplines to OB - Psychology-Sociology-Social psychology-Anthropology-Political Science- Basic OB Model- –Foundations of OB- Individual level-group level-organization system level- Importance of OB in the field of management - Hawthorne studies - Application of Hawthorn studies to modern management-Approaches to OB – classical – neo-classical – modern approaches

Unit III

INDIVIDUAL BEHAVIOUR

Emotional Intelligence – Spiritual intelligence-Learning and its process - implications, Attitudes and Values, Personality - concepts, theories – Big Five model - Personality A and Personality B - Perception – Impression Management - Motivation – Traditional and contemporary theories and applications to management- Need hierarchy theory- two factor theory-theory X and theory Y- need achievement theory- equity theory- ERG theory- Behaviour modification (OB mod)

Unit IV

GROUP BEHAVIOUR

Classification of groups - group formation – norms – cohesiveness - group decision making – team building - types of teams – conflicts and negotiation - Leadership - Leadership theories and styles, contemporary roles of a leader - power and politics – causes - consequences – Women leaders – Cultural differences in leadership - Communication - interpersonal communication - Methods to improve interpersonal Communication.

Unit V

ORGANIZATIONAL DYNAMICS

Organizational design - Organizational culture – OCTAPACE – determinants of organizational culture-organizational change: forces of change- people- technology- information processing and communication-competition- explained and unexplained social phenomena- approaches and resistance to change – Levin's three steps model- Action research- manager as a change agent- OD interventions – sensitivity training-process consultation- survey feedback .

Text Books

1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14th edn.), New Delhi, Pearson Education
2. Harold Koontz and Heinz Weihrich (2008), Essentials of Management (7th edn.) Tata McGraw Hill.

Reference Books

1. Nelson, D.L., and Quick, J. C. (2008), Organisational Behaviour: Foundations, realities & Challenges (5th edn.), India: Cengage Learning.
2. Slocum, J.W., & Hellriegel, D, (2008), Fundamentals of Organisational Behaviour, (2nd edn.), India: Cengage Learning.
3. Umasekaran, (2004), Organizational Behaviour, (2nd edn.), New Delhi, Tata McGraw Hill.

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13MS302 MARKETING MANAGEMENT

Credits: 4:0:0

Objective:

This course aims to orient the participants towards principles and basic tenets of marketing discipline and make the participants to:

- Think strategically about marketing
- Use key frameworks to analyze situations and make decisions
- Understand how to create a strong marketing place

Outcome:

- Evaluate and employ basic elements of marketing
- Convert 4Ps to 4Cs
- Use current trends in marketing planning and analyse the market
- Use principles of buyer behavior to make strategic marketing decisions

Unit I

MARKETING PRINCIPLES

Marketing: Evolution, Concepts, Functions, Process, Environment; Customer orientation – Creating customer value, satisfaction and loyalty.

Unit II

MARKETING ESSENTIALS

Industrial and individual buyer behavior: Influencing factors, Customer decision making process; Marketing Research – MIS – Marketing Audit – Marketing Ethics.

Unit III

STRATEGIC MARKETING APPROACHES

Segmentation -Targeting - Positioning (STP) – Principles, Types, Methods, Practices, Segmenting Industrial Markets; Creating Brands and Brand Equity –Marketing of Services - Marketing plan, Evaluation and Controls.

Unit IV

MARKETING MIX

Product: Types, Levels, Hierarchy; Product life cycle - Developing new product Pricing: Approaches, Methods; Price setting procedures – Responding to price changes Place: Channel Levels, Dynamics; Retailing, wholesaling, Retail Marketing and Online marketing– Logistics management Promotion: Tools - Advertisement, Sales promotion, Personal selling, Public relations.

Unit V

STRATEGIC MARKETING

Strategic Marketing – Portfolio Models – Competitor Analysis – Customer Analysis - Strategies for Leaders, Challengers, Followers and Nichers – Internal marketing – Bench marking – Marketing modeling Approaches - Strategic Implementation and Controls.

Text Books

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, “Marketing Management”, 13th Edition, Pearson Education [South Asian Edition].
2. Wilson and Gilligan , Strategic Marketing Management: Planning Implementation & Control Viva (Latest Edition)

Reference Books

1. Etzel, Stanton and Pandit, George Marakas, “Marketing Concepts and Cases”, 12th Edition, Tata McGraw -Hill Publishing Company Ltd., 2006.
2. Kurtz and Boone, “Principles of Marketing”, 12th Edition, Cengage Learning India Pvt. Ltd., 2007
3. Rajen Saxzena, “Marketing Management”, 3rd Edition, Tata McGraw -Hill Publishing Company Ltd., 2006

13MS303 ACCOUNTING FOR MANAGERS

Credits: 4:0:0

Objective:

This course aims;

- to develop an insight of principles and techniques of accounting
- to focus on understanding, financial, cost and management accounting with its applications in different managerial situations
- to interpret, analyse and take decisions - depending on the business situations

Outcome:

- Student will be able to understand, analyze and interpret the Corporate financial statements.
- Exposure to the global trends in Accounting.
- Able to construct and interpret the cash flow statements according to / AS-3.
- Enabling the application of Costing and Budgets.

Unit I

FINANCIAL ACCOUNTING: Accounting Concepts and Conventions – Golden Rules of Accounting, Preparation of Final Accounts - Basics of Understanding Corporate Financial Statements –Significance of Accounting Standards –Indian Vs US GAAP – An overview of International Financial Reporting Standards (IFRS)

Unit II

FINANCIAL STATEMENT ANALYSIS – Tools and Techniques used – Common-size Statements – Comparative Statements- Trend Analysis - Ratio Analysis with inferences

Unit III

CASH FLOWS - Preparation and Analysis of Cash flows as per AS-3 requirements - Fund flow - Statement of Changes in Working Capital - Funds from operations - Fund flow statement

Unit IV

COST ACCOUNTING: Cost Concepts and Classification - Methods of Costing – Preparation of Cost Sheet – Tenders and Quotations – Marginal Costing: CVP- Break-even analysis – Managerial Applications of Break-Even Decisions - An overview of Cost Accounting Standards.

Unit V

STANDARD COSTING : – Types of Standards – Analysis of Variance – Materials and Labour with Numerical cases – Budgeting: Types and Techniques –Numerical problems on Cash and Flexible budgets.

Text Books:

1. Khan MY & Jain PK : Management Accounting 4th edition McGraw Hill, 2007
2. Jain SP & Narang KL: Cost Accounting, Kalyani Publishers, New Delhi, 12th Edn., 2010

References:

1. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition, PHI, 2005
2. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
3. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

13MS304 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 4:0:0

Objective:

The objective of this course is to make the students;

- To understand collection and compilation of data, information and presentation of data
- To gain “Statistical Thinking”
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions
- To understand what kind of data is required for what kind of decisions.

Outcome:

- drawing meaningful conclusions from application of statistical tools.
- thorough knowledge of Statistics enables to apply and associate with real situations.
- helps to understand data and enables them to make sound decisions based on its analysis.

Unit I

INTRODUCTION TO STATISTICS - Importance of Statistics for Managers – Scales of Measurement – Basic statistical concepts: Population, sample, Types of Statistics, Parameter and Statistic- Frequency Distribution: Relative frequency, Cumulative frequency – Graphical presentation of Data: Bar chart, Pie chart, Histogram, Frequency Polygon, Ogive, Pareto chart, Stem and Leaf plot, Scatter plot,

Unit II

MEASURES OF CENTRAL TENDENCY – Mathematical Averages: Arithmetic mean, Weighted Arithmetic mean, Geometric mean, Harmonic mean, Weighted Harmonic Mean, Relationship between Arithmetic mean, Geometric mean and Harmonic mean- Positional Averages: Median, Mode – Partition values : Quartiles, Deciles, Percentiles Importance, Merits and Demerits of the various Measures of central tendency.

MEASURES OF DISPERSION- Properties of a good measure of dispersion - Range, Inter quartile range, quartile deviation, Mean deviation, Mean absolute deviation, standard deviation, coefficient of variation – Chebyshev’s theorem – Measures of Shape: Skewness, coefficient of skewness and kurtosis- The five number summary

UNIT III

PROBABILITY: Basic concepts of Probability, Probability assigning techniques, Types of Probability: Marginal, Union, Joint and Conditional Probabilities – Basic probability rules: Rule of addition, Rule of Multiplication- Bayes’ Theorem

PROBABILITY DISTRIBUTION: Random Variables – Discrete Probability distribution: Mean, Expected value, variance, Standard deviation, Binomial Distribution, Poisson Distribution Continuous probability Distribution: Normal curve, Standard normal probability distribution, Normal approximation of binomial probabilities.

Unit IV

ESTIMATION & CONFIDENCE INTERVALS-Types of estimates. Point estimates and confidence intervals for a mean and proportion.

TESTING OF HYPOTHESIS : Procedure for testing of hypothesis-Hypothesis testing for single population using Z statistics - Hypothesis testing for single population using t statistics- Hypothesis testing for the difference between two population using Z statistics - F test-

Chi square Test: Goodness of Fit test, Test of Independence, Test of homogeneity

Unit V

CORRELATION & REGRESSION: Concepts of correlation-Types of correlation-Karl Pearson's coefficient of correlation . Types of regression-Regression Coefficients-Method of least square.

TIME SERIES & FORECASTING: Components of a time series – Secular trend, Cyclical variation, Seasonal variation and Irregular variation Moving averages &Weighted averages, Quantitative methods for Forecasting- Smoothing techniques, Exponential smoothing techniques, trend analysis, Seasonal variation

Text Books:

1. Naval Bajpai, Business Statistics, Pearson, 2010
2. Levin, Rubin, Statistics for Management, PHI, 2009

Reference Books:

1. Anderson, Sweeney, Statistics for Business and Economics, Cengage, 2009
2. Aczel ,Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
3. Beri, Business Statistics Tata McGraw Hill 2010

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13MS305 LEGAL ASPECTS OF BUSINESS

Credits: 4:0:0

Objective:

At the end of the course, the students should be able to understand:

- The basic provisions of Indian Contract Act 1872, Sale of Goods Act 1930 and Negotiable Instrument Act 1881
- The overview of Indian Companies Act 1956, Consumer protection Act 1986 & Right to information Act 2005, and Intellectual Property Laws.

Outcome:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about the business laws
- Apply the concepts of various provisions in business
- Address the business needs on various legal aspects

Unit I

CONTRACT ACT 1872: Nature and Kinds of Contract - Essentials of valid contract – Capacity to Contract - Free consent - Discharge of contract – Remedies for Breach of Contract

BAILMENT AND PLEDGE – Definition – types – duties and rights of bailor and bailee. Duties and rights of pawnee and pawnor – differences between bailment and pledge

Contract of Agency – definition, essentials – principal and third parties - creation and termination of agency

Unit II

SALE OF GOODS ACT 1930: Principles - Conditions and warranties - Performance of contract of sale - Rights of unpaid seller.

NEGOTIABLE INSTRUMENT ACT 1881: Nature and kinds of Negotiable instruments – Crossing, Endorsement, Presentment, Dishonour - Discharge of the instruments - Bouncing of cheques and consequences

Unit III

INDIAN COMPANIES ACT 1956: Definition - Nature of company - Kinds of companies - Formation of company: Promotion – Incorporation – Memorandum of Association – Article of Association – Raising of Capital: Share and its types – Types of meetings – Director – Rights, Duties and liabilities - Winding up modes

Unit IV

CONSUMER PROTECTION ACT 1986: Introduction – Consumer Protection councils - Consumer Disputes redressed agencies.

RIGHT TO INFORMATION ACT 2005: Introduction – Obligation of public authorities – Request for obtaining information - Exemption from disclosure of information - Central and State information commissions – Powers and functions of information commissions - appeals and penalties.

Unit V

INTELLECTUAL PROPERTY LAWS

PATENT ACT 1970: Procedures and application for patents – Patentable inventions – Surrender and Revocation – Infringement and remedies.

COPY RIGHT ACT 1957: Registration – Assignment and licensing – infringement and remedies.

TRADEMARK ACT 1999: Procedure for registration – refusal of registration – infringement – registered user.

Text Books:

1. Bansal .C.L , “Business and corporate laws”, Excel books, New Delhi, 1st edition, Reprint 2011.
2. Ravindar Kumar, “Legal Aspects of Business’ Cengage Learning India, 2nd edition, 2011.

Reference Books:

1. Kapoor .N.D.,”Elements of merchantile law” 22nd Reprint (2011), Sulthan Chand and Sons, New Delhi, 2006
2. Akhileshwar Pathak, Legal Aspects of Business, TATA McGraw Hill Education P Ltd, New Delhi, 4e (2010)
3. Tulsian, “Business Law”, 2nd Edition, (2007), TATA MC Graw Hill, New Delhi.

13MS306 ECONOMICS FOR MANAGERS

Credits: 4:0:0

Objective:

This course is designed;

- to learn both micro and macro economics concepts and tools of analysis of business decisions.
- to decide and provide solutions to different managerial problems in various challenging business environmental situations.

Outcome:

- to enhance the ability of the students to apply fundamental economic concepts in business decisions.
- to understand how companies react according to business cycles and market competitions.

Unit I

INTRODUCTION TO ECONOMICS: - Scope of managerial economics - application of economics to business decision making- an overview - optimization technique - nature of the firm-Objective of business firm. Market equilibrium-analysis of demand and supply-elasticity- use of elasticity in business decision making- supply concepts - demand forecasting techniques.

Unit II

PRODUCTION AND COST ANALYSIS:- Production function –short run law of production –long run law of production-law of returns to scale-optimal employment of two inputs-economies and diseconomies of scale. Cost and revenue concepts-short run cost –output relations-long run cost-output relationship.

Unit III

MARKET STRUCTURE: Market structure and pricing-price determination under perfect competition-monopoly-monopolistic competition-duopoly-oligopoly-introduction to game theory –payoff matrix-game theory and oligopoly.

Unit IV

OVERVIEW OF MACROECONOMICS:-Objectives and instruments - macroeconomic policy-aggregate supply and demand – Measuring economic activity-measures of national product-goods flow and earning flow-National accounts-real vs nominal GDP- GDP by price index- India's National Accounts-Price indexes. Consumption -savings-investment.

Unit V

BUSINESS CYCLE:- Fiscal and monetary policy –instruments- liquidity trap-Reserve Bank of India-functions- fiscal-monetary mix- budget- unemployment-measuring unemployment-labour market issues-Inflation-economic impact of inflation-The Philips Curve- Human Development Indicators - Sustainable development issues.

Text Books

1. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd, New Delhi.(Seventh Edition)
2. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGrawHill Publication, New Delhi.(19th Edition)

References

1. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
2. Craig H. Petersen, W.Cris Lewis and Sudhir K.Jain , Pearson Education, Inc. New Delhi (Fourth Edition).
3. Varshney R L & Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi

13MS307 HUMAN RESOURCE MANAGEMENT

Credits: 4:0:0

Objective:

To equip the course participants:

- to gain an understanding of operational functions of HR
- to frame appropriate policies and procedures
- to align the human resources of the organizations with business strategy

Outcome:

- The prospective managers shall be prepared to evolve HR policies and procedures for the operational functions of HR in organizations.
- The students shall be empowered to meet HR challenges, as economic downturn has destabilized many industries, organizations and functions.

Unit I

NATURE AND SCOPE OF HRM : Functions and Objective – organization of functions – HR policies and procedures – skill sets of HR professionals – HRM Models – evolution of HRM – human capital management – HRM and environmental scanning – linkage with Strategic HR: Nature of Strategic HRM – barriers to strategic HRM - Role of HRM in strategic Management

Unit II

HUMAN RESOURCE PLANNING : Importance of HRP - Factors affecting HRP – Planning Process – requisites of successful HRP –
Analyzing work and Designing jobs: Job Analysis and Competitive advantage – process of Job Analysis – competency based job analysis – contemporary issues in job design –
Recruiting and Selecting Human Resources: Recruitment process – Selection as a source of Competitive advantage – Induction – orientation programme

Unit III

TRAINING, DEVELOPMENT AND CAREER MANAGEMENT: Nature of Training and Development – Training Process -T & D as a source of competitive advantage –
Appraising and Managing Performance: Job Evaluation Process – Alternatives to JE - Performance appraisal process
Managing Basic Remuneration: components of remuneration – importance of ideal remuneration system – remuneration plans and business strategy – incentives and performance based payments

Unit IV

MOTIVATION IN ACTION: – empowering employees – communicating with employees – welfare measures – Health and Safety of employees – separations and rightsizing –Industrial Relations: - approaches to IR – parties to IR – resolving disputes – Trade Unions – ethical issues in HRM e-HR: - e-HRM – e-HR Activities – e-Recruitment – e-Selection – e-Performance Management - e-Learning – e-Compensation

Unit V

HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONS: - Challenges and Crises facing HR Management – HRM's Contributing Role – current and future of HR Management Challenges –
HR Management Roles: - Administrative Roles of HR – Operational and Employee Advocate Role for HR – Strategic Role for HR
HR Management Competencies and Careers: - HR Competencies – HR management as a Career Field – HR Professionalism and Certification

Text Books:

1. K. Aswathappa, "Human Resource Management – Text and Cases", 2011, Tata McGraw Hill
2. Gary Dessler and Biju Varkkey (2008) Human Resource Management, Pearson Education: South Asia

Reference Books:

1. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, "Human Resource Management", 2012, Cengage Learning
2. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, "Fundamentals of Human Resource Management", 2007, Tata McGraw-Hill Publishing Company Limited
3. V.S.P. Rao, "Human Resource Management", 2008, Excel Books

13MS308 FINANCIAL MANAGEMENT

Credits: 4:0:0

Objective:

This course aims;

- to develop an insight on management of finance and resources available
- to focus on crucial topics namely, cost of capital, capital structure, working capital and capital budgeting, thereby leading to better decision making by the to-be financial managers.

Outcome:

- Students learn to analyse the financial requirements, cost of raising finance, and financial stability with the help of EBIT and EPS analysis
- Students demonstrate independent decision-making skills with respect to Investment and Dividend decisions.
- Students gain understanding of International Finance and the scope of financial markets abroad.

UNIT I

OVERVIEW OF FINANCIAL MANAGEMENT: Finance its interface with other disciplines. Scope, Objective of Financial Management, Wealth Maximization criterion- Planning Environment – Key decisions of Financial Management – Emerging role of Finance Manager – Time Value of Money- rationale, Present Value, Future value and compounding techniques (problems).

Unit II

CAPITAL STRUCTURE & LEVERAGES : Analysis of Operating and Financial Leverages (problems) – Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani & Miller approach, Traditional approach and Tax Planning – Cost of Capital- Importance – Measurement of specific costs – computation of overall cost of capital (problems) – EBIT and EPS analysis.

Unit III

INVESTMENT DECISIONS & VALUATIONS: Sources of Funds – Angel investors – Venture capital - Capital Budgeting – Capital Rationing – Evaluation Techniques – Principles of valuations; Valuation of Bonds and shares : ordinary shares, preference shares, debentures and bonds (problems).

Unit IV

WORKING CAPITAL MANAGEMENT : Nature of Working capital – Significance, working capital cycle, cash cycle and Determinants of working capital - Estimation of Working Capital requirement (problems). Cash management : Motives of holding cash- Objective and factors determining cash needs – basic strategies ; Receivables Management : credit policies , credit terms, collection policies. Inventory Management : Objective and techniques ; Payables management

Unit V

DIVIDEND AND RETENTION POLICIES : Determinants of Dividends - Relevance and Irrelevance of Dividends. Dividend practices in manufacturing and IT companies; Dividend models (problems). Financial Management in PSUs.

Text Books:

1. Khan MY & Jain PK, Financial Management, Text, Problems and Cases, McGraw Hill, 2010
2. Prasanna Chandra, Financial Management, Tata McGraw Hill

References:

1. Braily Meyers: Corporate Finance, McGraw Hill, 2006
2. John Hampton, Financial Decision making, Problems, text and cases, Prentice Hall of India, 1999
3. Geert Bekaert & Robert J. Hodrick, International Financial Management, PHI Learning Pvt.Ltd., 2011
4. S.N.Maheswari, Financial Management, Sultan Chand & Sons, New Delhi

13MS309 PRODUCTION AND OPERATIONS MANAGEMENT

Credits: 4:0:0

Objective:

- To learn how to produce goods and services of right quality and quantity at the right time and right manufacturing cost
- To understand the various factors influencing Efficiency, Productivity, Economy, Quality and reduced processing time
- To understand the importance of Planning in Production management and to learn the various tools available for Production planning
- To learn to process of optimizing the production process through proper process and layout planning
- To understand the principles behind Total Quality Management and learn the tools for Quality management

Outcome:

- To understand the link between the organizational Strategy and production strategy in a highly competitive global environment.
- To compete on the basis of product design, cost or quality.
- To evaluate the key performance measures such as product design, manufacturing quality, response time, engineering and distribution, is essential for competitive success and long term survival
- To familiarize with various production processes and service systems, and to make quantitative analysis of problems arising in the management of operations.

Unit I

INTRODUCTION: Significance of Operations Function - Products and Services Concepts- Characteristics and Different Systems - Heritage of Operations Management Discipline.- Operations Strategies in Global Economy- Competitive Priorities- Elements of Operations strategy, Competitive Positioning of Products and Services- Strategic and Tactical Decisions of Operations Management - Concept of Productivity

Unit II

PRODUCT AND PROCESS STRATEGY: -Sources of Product Innovation - New Product Development- Design for Manufacturability, Design for Selling, Design for Quality, DfX- Product Life Cycles and Manufacturing Strategies for different stages in product life cycle- Types of production system Standardization and Simplification. Value Engineering- Designing Service Products.- Process Focus, Product Focus, and Repetitive Focus- Special Considerations and Approaches in Service Strategies

Unit III

LAYOUT AND LOCATION STRATEGY: Types of layout- Process Layout-Product Layout – Fixed Position Layout- Advantages and Disadvantages-Cellular Layouts - Line Balancing.- Factors Affecting Location Decisions- Methods of Evaluating Location Alternatives - Location Considerations in Service / Retail sector

MATERIALS MANAGEMENT AND INVENTORY CONTROL: Integrated Materials Management – Inventory control – Models of Inventory – Purchase Management – Stores Management

Unit IV

PRODUCTION PLANNING IN MANUFACTURING:

AGGREGATE PLANNING AND MASTER PRODUCTION SCHEDULING: Nature of Aggregate planning decisions, Aggregate panning decisions, Aggregate planning methods- Master production scheduling: Objective, Developing a Master production schedule

MATERIALS REQUIREMENT PLANNING: -Objective of MRP-Elements of MRP-MRP system - Lot-Sizing Technique

Unit V

QUALITY MANAGEMENT: Quality Systems – Significance of Quality Management- Dimensions of Quality- ISO 9000 and ISO 14000 Standards - Statistical Concepts in Quality Control - Control Charts for Variables – Control Charts for Attributes-Total Quality Management- PDCA cycle- 7QC Tools – Quality Function Deployment. 5S - Non Value Adding activities- 7 Wastes

TOTAL PREVENTIVE MAINTENANCE – Objective, Waste elimination, Benefits and Pillars.

Text Books

1. Heizer, Barry Render, Jagadeesh Rajashekhar, Operations Management, Pearson 2009
2. Paneerselvam, Production and Operations Management, PHI 2009

Reference Books:

1. Gaither , Frazier , Operations Management, Cengage Learning 2009
2. Richard, Chase ,Jacobs, Aquilano Operations Management for Competitive Advantage,Tata McGraw- Hill 2010
3. Chary, Productions and Operations Management Tata McGraw- Hill Publishing 2009
4. Aswathappa, Bhat Production and Operations Management Himalaya Publishing House 2010
5. Upendra Kachru Production and Operations Management: Text and Cases Excel Books 2009

13MS310 MANAGEMENT INFORMATION SYSTEM

Credits: 4:0:0

Objective:

At the end of the course, the students should be able to understand:

- Fundamentals of information system
- Types of information systems
- E-commerce and functional business systems
- Computer networks and its security issues
- Knowledge about infrastructural requirement for IT in an organization

Outcome:

Upon completion of the course, the students should be able to:

- Acquire a fundamental knowledge about MIS in business
- Apply the concepts of information systems in business
- Address the business needs for e-commerce and the Internet

Unit I

FUNDAMENTALS OF INFORMATION SYSTEMS: Historic development of MIS: From Transaction Processing System to Artificial Intelligence.- Concept of MIS - Components of information system - Role / uses of information systems in business - Information system knowledge needed by business professionals - Managerial challenges of information systems-Information system resources.

Unit II

INFORMATION SYSTEMS: Types of Information system - Operations support system: Transaction Processing Systems, Process Control Systems, Enterprise Collaboration Systems -Management Support System: Management Information System-Decision Support System -Executive Information System - Expert System - Application software-system software-DBMS:-Functions-advantages and disadvantages-Types of data bases - Data base structures.

Unit III

E-COMMERCE & FUNCTIONAL BUSINESS SYSTEMS: E-commerce: Scope, processes, Trends - Functional systems like manufacturing system, marketing system - Human resources system, Accounting systems. ERP: Meaning - Benefits/Challenges in implementing /trends/causes of ERP failures.

Unit IV

NETWORKS AND SECURITY MANAGEMENT: Types of Telecommunications Networks:- LAN,MAN,WAN-Application of network-Topology- Meaning and uses of cloud computing in business-Business use of Internet –Role of intranet, extranet in business-Wireless technologies –Role of WiFi and challenges-Internetworked security defences - Other Security measures (Security code, backup files, security monitors , biometric, computer failure control, disaster recovery, Information system control& audit).

Unit V

INFRASTRUCTURE & MANAGEMENT OF IT: Implementing business systems (Process/activities) - Information System Planning (ISP) process and need - Organizing information systems - Hardware requirements - Software requirements - Service requirements –Managing the information system function - Managing organisation change - Failures in IT management.

Text books:

1. James A O'Brien & George M Maracas, "Management Information System", 7th edition (2008), Tata McGraw Hill Companies, New Delhi.
2. Lisa Miller, "Management Information System", Pearson Education

Reference books:

1. P.T.Joseph,S.J.Sanjay Mohapatra, "Management Information System in Knowledge Economy", 1st Edition (2008), PHI Learning Pvt Ltd, New Delhi.
2. Haag, S., Cummings. M., and Phillips, A. (2008), Management Information System, 6th Edition, Tata McGraw Hill, India

13MS311 APPLIED OPERATIONS RESEARCH

Credits: 4:0:0

Objective:

- To understand the systematic approach to allocate scarce resources and optimising people, materials and money
- To take managerial decision scientifically.

Outcome:

On completion of this course, the student will be able to

- Develop linear programming
- Determine optimal solutions to a variety of mathematical programming problems, and
- Present managerial recommendations based on optimal solutions.

Unit I

LINEAR PROGRAMMING

Introduction – Mathematical formulation of a problem– Graphical solutions – General LPP – Artificial Variable Technique – simplex method - Two Phases Simplex Method
Duality – Dual & Simple Method – Dual Simplex Method – Method application to management decisions

Unit II

TRANSPORTATION & ASSIGNMENT:

Introduction – Initial basic feasible solution – NWC method – Least Cost Method – Vogel’s Method – MODI – moving towards optimality without Degeneracy – Assignment Algorithm – Hungarian Method & problems
GAME THEORY: Games and Strategies – Two – Person Zero Sum game – Maxmin – Min Max Principle – Dominance and graphical method – Simple problems

Unit III

SEQUENCING AND REPLACEMENT MODEL

Sequencing problem – processing of n jobs through 2 machines, 3 machines, machines – Graphical method
Replacement of items that deteriorate gradually with time – without time that fails completely – Individual & group replacement

Unit IV

QUEUING THEORY AND DECISION THEORY

QUEUING THEORY: $M | M | 1 : \infty$ | FIFO Model [Single server Model]

DECISION THEORY: Frame work, pay off tables – decision criteria – LORS tables – Regret - Decision trees

Unit V

NETWORK MODELS

Network models for project analysis CPM, network construction and time analysis – cost time trade off – PERT – problems - crashing network – problems

Text books

1. Paneer Selvam, Operations Research, PHI learning Indian (P) ltd, 2nd e, 2011
2. S.D.Sharma, An Introduction – Fundamentals of Operations Research

Reference Books

1. Kati Swarup, Gupta and Manmohan, Operations Research, Sultan Chand and Sons, 15th e, 2010
2. J K Sharma, Operations Research Theory & Applications, Macmillan, 4th e, 2009
3. Hamdy A Taha, Operations Research, Pearson, 8th e, 2008
4. V. K . Kapoor, Operations Research Techniques for Management, Sultan Chand & Sons, New Delhi. 2008

13MS312 BUSINESS RESEARCH METHODS

Credits: 4:0:0

Objective:

The objective of this course is to make the students understand on;

- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development
- Sample design
- Data acquisition and preparation and
- Reporting

Outcome:

After learning this course, the students would be able to demonstrate their ability to:

- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization

Unit I

Introduction: Research – Meaning – Objective – Characteristics – Research in social science and management - Research process – Steps – Research Design – Types of Research Design – Problem formulation.

Unit II

Review of Literature – Development of Framework - Proposition - Hypothesis – Objective Instrument development - Measurement – scale - scaling techniques – Psychometric checks (Reliability, Validity) – Qualitative research – methods, Presenting qualitative data.

Unit III

Sampling and data collection: Sampling – Nature – Process of sampling – Sampling Techniques: Probability and non-probability – determination of sample size (with problems). Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation. Secondary data sources and data validation

Unit IV

Tabulation and Selection of techniques: Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding – Cross Tabulation. Selection of techniques: Tests of significant differences (Parametric and Non-parametric) – tests of significant relationship, Classification of data analysis - Rules for choosing a test, Assumption underlying each test – Introduction to Multivariate Data Analysis

Unit V

Report Writing: Contents of report – Types of reports – Characteristics of a good report -Presentation of results, construction of charts and Tables – Bibliography and References

Text Books

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma (2006). Business Research Methods. (11th edn.), Tata McGraw Hill: India

Reference Books

1. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
2. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
3. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6th edn.) Pearson Education, India.

13MS313 FUNDAMENTALS OF LOGISTICS

Credits 3:0:0

Objectives:

- The aim of this Lesson is to introduce to Logistics role in Economy / organizations in terms of effective logistics service to the customers.
- The student is expected to understand the overall logistics services and during this process, he learns to plan / implement / control / cost effectiveness and storage. Thus fulfilling the objectives of Logistics

Outcome:

- To explore the fundamental knowledge in logistics operation.
- Learners will know the impact of logistics in nation's economy
- To explore the learners with more employment opportunities

UNIT I

Logistics Role in the Economy/Organization - Definition of Logistics-Objectives of Logistics-Functions of Logistics, Logistics and Customer Service - Definition of Customer Service-Elements of Customer Service-Phases in Customer Service-Customer Retention

UNIT II

Procurement and Outsourcing - Definition of Procurement/Outsourcing-Benefits of Logistics Outsourcing-Critical Issues in Logistics Outsourcing Inventory Role and Importance of Inventory - Introduction-Role of Inventory-Importance of Inventory-Functions of Inventory-Costs for holding Inventory-Reasons for Carrying Inventories-Inventory Levels-Need for Inventory Control Inventory Management - Characteristics of Inventory-Need for Inventory and its Control-Importance of Inventory Management in Supply Chain-Types of Inventory-Types of Selective Inventory Control Techniques-Inventory Planning Models-Improvement Inventory Management

UNIT III

Materials Management - Objectives of materials management-Materials Planning-Purchasing-Basic Materials of Material Handling-Types of Material Handling Equipments-LASH Transportation - Participants in Transportation Decisions-Modes of Transportation-Factors Influencing Transport Economics-Documents in Transport Decision Making Warehousing/Distribution - Functions of Warehouse-Benefits of Warehouse-Service-Warehousing Alternatives-Warehouse Site Selection-Factors while initiating Warehouse Operations-Warehouse Management Systems

UNIT IV

Packing and Materials Handling - Functions of Packaging-Communication-Packaging Cost-Types of Packaging Material-Unitization-Containerization-Designing a Package-Factors affecting choice of Packaging Materials

UNIT V

Global Logistics - Global Supply Chain-Organizing for Global Logistics-Strategic Issues in Global Logistics-Forces driving Globalization-Modes of Transportation in Global Logistics-Barriers to Global Logistics-Markets and Competition Logistics Strategy - Requirements for an Effective Logistics Strategy-Strategic Logistics Planning-Implementation of Strategy Logistics Information Systems - Functions of Logistics Information System(LIS)-LIS Flow-RFID-Principles of Logistics Information Organization for Effective Logistics Performance - Centralized and Decentralized Structures-Stages of Functional Aggregation in Organization Financial Issues in Logistics Performance - Supply Chain Performance Measures-Steps in ABC Costing-Financial Gap Analysis Integrated Logistics - Need for Integration-Activity Centers in Integrated Logistics Role of 3PL&4PL - Principles of LIS

Text Books:

1. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998.
2. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.

Reference Books:

1. Logistics Management For International Business: Text And Cases, Sudalaimuthu & S. Anthony Raj, PHI Learning, First Edition, 2009.
2. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.
3. Logistics Management, Ismail Reji, Excel Book, First Edition, 2008.

13MS314 INTRODUCTION TO SHIPPING

Credits 3:0:0

Objectives:

- This course is designed as an introduction to the world of shipping.
- Students will learn (a) Dealing with ships themselves, (b) Shipping markets, (c) Will explore the geography of maritime and commercial world, (d) Legal aspects of shipping business, (e) Commerce concerned with money, (f) Basic accounting & corporate structures

Outcome:

- To get knowledge in Shipping Markets and its legal aspects.
- Learners of this course know about the basic shipping operations
- Learners will be benefitted with the various shipping accounting concepts which enables them to fetch global placements.

UNIT I

The reasons for Sea Transport – Introduction – Why Ships – Different Shipping markets – Who Trades – Conclusion. The Supply of Ships – Brief History – Supply of Shipping – Why operate Ships – Protectionism – Ship Registration – Port State Control – Ship Classification

UNIT II

The Ship – Tonnage & Load lines – Types of Ships - The Dry Cargo Chartering market – Introduction – Chartering – Chartering Negotiations

UNIT III

Liners – Introduction – The Development of Tankers & the Tanker Market – Types of tankers – Tanker Charter Parties - Negotiating Charter. Brief History of Liners – Containerization – Conferences & Freight Tariffs – Liner Documentation - Bill of Lading Terms & Conditions

UNIT IV

The Practitioners in Shipping Business – The Institute of Chartered Ship Brokers – Ship Sale & Purchase – Ship Management - Maritime Geography – Introduction – Ocean & Seas – Ports – Geography of trade

UNIT V

Accounts – Introduction – Accounting – Capital – Credit- management accounting – Cash Flow- Costs – Different types of Companies- Exchange Rates- Company accounts Law of Carriage – Introduction – Fundamentals of English Law – Arbitration – The Contract – Remedies for breach of Contract – TORT- Contracts Relating to the carriage of goods by sea – Liner Bill of Lading – the Hagenisby Rules – Hamburg rules – Agency- Breach of Warranty of Authority – Protection & Indemnity Associations.

Text Books:

1. Introduction to Shipping, Institute Of Chartered Shipbrokers, Witherby Seamanship International Ltd, 2nd Revised edition, 2009.
2. Shipping Biography Introduction: Jacob Kamm, Sean Connaughton, Gustaf Erikson, Robert Moran, Sir George Renwick, 1st Baronet, Llc Book, 1994.

Reference Book:

1. Lambert M Surhone, Miriam T. Timpledon, Susan F. Marseken (2010) Vdm Verlag Dr.Mueller Ag & Co Ka.

13MS315 CUSTOMS LAW

Credits 4:0:0

Objectives

- In the course of Foreign Trade or the role being played by Customs is vital under specialised & mandatory circumstances & within the legal framework to facilitate easy clearance of goods by following appropriate procedures and methods as per their recognized customs procedures.
- The course gives an excellent opportunity to the student, to learn the subject namely customs laws objectively. Import / Export is totally under the roles of law and in the learning process students come to learn what, when, where, why, who and how to comply with EXIM trade and laws as followed by Indian Customs Act.

Outcome

- To gain an in-depth knowledge about various customs procedures pertaining to imports and exports.
- To understand the various legal proceedings in the Customs Process along with the Port Formalities

UNIT I

Preliminary-Definitions - Officers of Customs-Classes-Appointments-Powers of Officers-Entrustments of Functions of Board

UNIT II

Appointment of Customs Ports, Airports, Warehousing Stations-Power to declare places to be Warehousing Stations.

Prohibitions on Importation and Exportation of Goods-Power to Prohibit - Power of Central Government to notify goods-Precautions to be taken by persons acquiring notified Goods.

Prevention or Detection of Illegal Export of Goods-Power of Central Government to specify goods-Persons possessing specified goods to maintain Accounts-Steps to be taken by persons transferring any Specified goods - Power to exempt

UNIT III

Levy of an Exemption From, Customs Duties-Dutiable goods-Duty on Pilfered goods-Assessment of Duty-Interest on delayed Funds-Claim for Refund of Duty-Provisional Attachment to protect revenue in certain cases.

Indicating Amount of Duty in Price of Goods, for purpose of Refund-Price of goods to indicate amount of duty paid thereon.

Advance Rulings-Authority for Advance Rulings-Application for Advance Ruling-Powers of Authority-Procedure of Authority.

Provisions relating to Conveyances Carrying Imported or Exported Goods-Arrival of Vessels and Aircraft in India-Power to board Conveyances-Delivery of export manifest or export report-No Conveyance to leave without written order.

UNIT IV

Clearance of Imported goods and Exported Goods-Chapter not to apply to baggage and Postal articles-Clearance of goods for home consumption-Clearance of goods for exportation.

Goods in Transit-Transit and Transshipment of certain goods without payment-Liability of duty on goods transited or transshipped.

UNIT V

Warehousing-Appointing of Public Warehouses-Licensing of Private Warehouses-Clearance of Warehoused goods for home consumption and Exportation-Cancellation and return of Warehousing bond. Drawback - Interest on drawback-Prohibition and regulation of drawback.

Text Books:

1. Guide to Customs Procedures 2009:10,Gururaj Bn, Centax Publications Pvt Ltd
2. Customs Law Practice and Procedures,V. S. Datey, Taxmann Allied Services Pvt. Ltd., 7th Edition 2010.

Reference Book:

1. India Customs, Trade Regulations and Procedures Handbook India Customs, Trade Regulations and Procedures Handbook, IBP USA, International Business Publications, USA, Fourth Edition, 2009.

13MS316 SHIPPING BUSINESS

Credits 3:0:0

Objectives:

- To understand the words of economists as “derived demand”. Learns to understand different types of chartering markets, Ship operations and various terminologies used.
- The students will understand in providing services to the ships & cargo in terms of various chartering techniques adapted. Will able to distinguish between different sizes of vessels. The various terms that is used while communicating. Including financial terms.

Outcome:

- To get knowledge in Shipping Business.
- To know the different types of ship leasing markets
- To get specialized in classifying cargo and its chartering techniques
- To get exposed to many International Shipping Organisations

UNIT I

The business entity – Sole Trader, Partnerships, Limited liability companies, Horizontal and Vertical integration, Company organization and management, Management accounts, Statutory Accounts, Quality Management.

The Practitioners in Shipping Business – The Merchant, The Chartering Markets, The Charter Party, The Anatomy of Charter Parties, Time Charters, The Market at Work, The Tanker Market, Chemicals and Other Products, Tanker Charter Parties, The Practitioners.

UNIT II

The Practitioners (Contd...) – Ship Sale & Purchase, Scrapping- Mothballing, New buildings, Second hand tonnage, Financing the purchase, Valuations, Ship Managers, Crewing, Total Management, Technical, Operations, Administration, The contract.

Port Agents, The Agents fee, European Community, The Agents Duties, Liner Agency, Dealing with the Ship, Dealing with outward Cargo, Dealing with Inward Cargo

UNIT III

Business Ethics – What are ethics?, Ethics in Shipping business, Maritime Fraud, Insurance Fraud, Documentary Fraud, Other areas of Fraud, Other Criminal Activities, Detecting and Avoiding Fraud.

The Geography of Trade – Sea Borne Trade, Oil, Coal, Ores, Grains, Other dry Bulk Cargoes, Unitised Cargo, Ports, LOA, Beam, Draft, Air Draft, SWAD, FWAD, BWAD, Bar Draft, ST Lawrence Seaway, Panama Canal, Suez Canal, Political Restrictions, Trade Union Disputes, Natural Phenomena Tides, Weather and Navigation, Ocean currents, Ice, Weather Routine, Oceans, Navigational and Seasonal Zones.

UNIT IV

International Trade and Finance : International Terms Of Sale – The Basic Contract, Goods, Property, Risk, International Contracts of Sale - Incoterms, FAS, FOB, Variants on FOB Contract, CIF, CFR, DES, DEQ, EXW, FCA, CPT, CIP, DAF, DDV, DDP, Remedies for Breach of Contract, Remedies of the Seller, Stoppage in Transitu, Lien, Remedies of the Buyer, Specific Performance, Law & Jurisdiction, Postscript.

Finance in International Trade – Methods of Payment, Cash with Order, Open Account, Bill of Exchange, Documentary Letter of Credit, Documents Confirming Houses, Foreign Exchange Fluctuations, Spot Rate, Forward Exchange Contracts, Foreign Currency options, Transaction cost in International Trade, Insurance, Insurable Interest, Trade Terms in Export Sales, Warranties, Types of policies for Cargo, Effecting Insurance, The Assessing of a Risk, Conditions of Insurance, Institute Cargo Clauses, Institute War Clauses, Premiums, Claims Procedures, The Principal of Average.

UNIT V

International Shipping Organizations – Ship owners’ Organization, Intercargo, INTERTANKO, BIMCO, Brokers & Agents Organizations, The Institute of Chartered Ship Brokers, The Baltic Exchange, Ethics, FONASBA, FIATA, United Nations Organizations, IMO, UNCTAT, ICC, IMB, The Corporations of Lloyds, Lloyds Agents, Classification Societies, Lloyds Register of Shipping, IACS, ITF. Communication in business – Basic Principals of Business Communication, Modes of Communication, Public Speaking and Broadcasting, The Telephone, Punctuation, Grammar & Syntax, Letters, Writing for the Media, Memoranda, Visual Communication, Graphs, Charts, Communication by computer, Electronic Mail, Electronic Data Interchange, Data Storage and Retrieval, The Internet & e-commerce.

Text Book:

1. Shipping Business and Maritime Economy, James Mcconville, Mansell

Reference Books:

1. The Business of Shipping, Buckley James Jr., Schiffer Publishing, Eighth Edition, 2008.
2. Master's Handbook on Ship's Business, Tuuli Messer, Schiffer Publishing, Third Edition, 2001.

13MS317 WAREHOUSING AND INVENTORY MANAGEMENT

Credits 3:0:0

Objectives:

- To understand various storage options available and procedures of managing the inventory in a systematic and orderly manner.
- To understand the different warehouses and operations involved and thus bridging the time gap between production and consumption of goods.

Outcome:

- To get knowledge in warehousing and inventory management
- To know the importance of warehousing and inventory in cost controlling
- To know the IT impact in warehousing and inventory industries

UNIT I

Introduction to Warehouse Concepts Decisions and Operations: Introduction-Definition of Warehouse-Need for Warehousing-Selection of Warehouse-Sequence of Warehousing Decisions-Types of Warehouses-Factors determining location of warehouse-Characteristics of Ideal Warehouse-Factors affecting number of warehouses-Functions of Warehouse-Warehouse Operations-Centralized and Decentralized-Storage Systems-Palletized Storage Systems

UNIT II

Introduction to Inventory Management: Role in Supply Chain-Role in Competitive Strategy-Role of Inventory Control-Functions of Inventory-Types of Inventory-Inventory Cost-Need to hold Inventory-Mechanics of Inventory Control-Selective Inventory Control-Economic Order Quantity-Just In Time System-Warehouse Management System-Need of Warehouse Management System-Master Production Scheduling-Material Requirement Planning-Distribution Requirement Planning-Comparison between independent and Dependant Demand Systems-Inventory Records-ABC Inventory Control-Fundamentals of various types of material handling Equipment-Types of Conveyors-Bar Code-Benefits of Bar Coding-Tracking-Inventory Management-Validation-RFID-Principle of RFID-Benefits of RFID-Antenna-Potential Benefits of RFID.

Text Book:

1. Management Guide to Efficient Money Saving Warehousing, Stephen Frey, Gower, 1982.

Reference Books:

1. Warehouse Management and Inventory Control, J P Saxena, Vikas Publication House Pvt Ltd, First Edition, 2003.
2. Warehouse Management: Automation And Organisation Of Warehouse and Order Picking Systems [With CDROM], Michael Ten Hompe, Thorsten Schmidt, Springer-verlag, First Edition, 2006.

13MS318 MULTI MODAL TRANSPORT OPERATIONS, STEVEDORING -FREIGHT FORWARDING

Credits 4:0:0

Objectives:

- It covers Internal Distribution of goods through Multimodal Transport. – Various methods and procedures used while loading and discharging cargoes – code of safe practices while handling lifting gears and cargoes.
- The student should be able to understand the role of Logistics through Multi Modal Transportation, Physical Multi Modal Operations – Air Transportation – Trade routes and cargoes – multi Modal Operators – sale and contact operators

Outcome:

- To get knowledge in multi modal transport operations, stevedoring and freight forwarding.
- To have a better insight in the intermediary operations in logistics management
- To get exposed in various conventions related to marketing intermediaries international shipping industry

UNIT I

International Distribution and Role of Logistics-Unitisation-Containerisation-Multimodalism-Airfreight-Evolution of Global Economy-Multimodal Trade Routes-Basic Intermodal Systems-Modal Interfaces. Physical Multimodal Operations: Sea transport Vessels and Equipments-Ship Sizes-Tonnages-Economy of Scale-Road Transport Vehicles and Equipments-Air Transport-Ports, Terminals and Depots-Full Container Loads-Less than Container Loads-Inland Container Depots. Interrelationship of Transport mode, Trade Routes and Cargoes- General Cargo-Dangerous Goods-Special Goods-LCL & Break bulk Cargo-Multi-modal Trade Routes-Trade Growth-Factors affecting Mode and Route Choices-Hypermarkets-Supermarkets and Departmental Stores. Operators of Multi-modal Transport and Logistics Services-Vessel Operators-Airlines-Road Transport-Outsourcing Logistics Management-In-house Logistics Management-Corporate Structures in Multi-modal Transport-Computer Applications in Multimodal Transport.

UNIT II

Through Transport Pricing-Tariffs and Freight Rates-Modern Freight Tariffs and Pricing-Creating through Transport Prices. Inventory Management and the Supply Chain-Inventory-Just In Time-Integrated Supply Chain Inventory Management-Equipment Inventory-Determining Fleet Size-Owning versus Leasing-Meeting the Demand for Containers. Sale Contracts and Documentation-Sale Contract-Incoterms-Bill of Lading-Bill of Lading Clauses-Waybills-Liability and Insurance-Paperless Trading.

UNIT III

Conventions Relating to multimodal Transport-Cargo Liability Conventions-Customs Conventions. Statutory Regulations and Restrictions-National and International Restrictions on the movement of Goods.

UNIT IV

Basic Concepts of Cargo Work: Bale Capacity-Grain Capacity-Stowage Factor-Broken Stowage-Load Density-Optional Cargo-Cargo Documents-Mate's Receipt-Bill of Lading - Care of Cargoes Precautions before loading/When Carrying Cargo-Sweat and Ventilation-Dew Point-Dunnage- Separation-Pilfering-Contamination-Handling / Chafing /Crushing-Lashing-Ballasting or Deballasting-Damage-Stability Some Common Cargoes Hazards-Precautions-Hold Preparation-Cotton-Rice-Dunnage-Spar Ceiling-Loading and Ventilation-Cement-More Cargoes - Sugar-Rubber-Salt-Pulp & Paper Rolls-Iron and Steel Cargoes - Refrigerated and Deck Cargoes - Types of Refrigerated Cargoes-Refrigeration Systems-Cargo Operations-Deck Cargoes

Lifting Gear: Safe Working Load-Breaking Stress-Factor of Safety-Simple Derrick-Union Purchase System-Heavy lift Jumbo Derrick-Precautions when handling heavy lifts-Stuelcken Derricks-Cranes. Unit Loads and Containers - Forms of Unitization- Preslung Cargo- Palletisation- Containers- Physical Characteristics of Containers-Types of Containers-Stowage and Securing-Stability-Lifting a Container-LASH&RO-RO Ships

UNIT V

Code of Safe Practice for Solid Bulk Cargoes: Aim of Code-Solid Bulk Cargoes-Angle of Repose-Concentrates-Moisture Migration-Moisture Content-Flow Moisture Point-Transportable Moisture Limit-Hazards due to Bulk Cargoes-Structural Hazards and Precautions-Trimming Requirements-General Precautions when holding Bulk Cargoes-Safety Precautions-Properties of Concentrates-Hazards of Concentrates-Precautions when Carrying Concentrates

IMDG Code: Aim-Application-Classification-Packing-Marking/Labeling/Placarding-Documents-Stowage Requirements-Explosives in Passenger Ships-Segregation-Types of Segregation-Precautions for Loading Dangerous Goods

Tanker Operations: Flammability-Methods of Gas Freeing Tanks-Tanker Operation Systems and their Associated Pipelines-Types of Cargo Pipeline Systems-Operational Procedures-Safety Procedures-Gas Detecting Instruments-Inert Gas System-Crude Oil Washing-Pollution-Cargo Calculations

Principle of Stowing Cargo-Safety of Ship and Crew-Safety of Cargo-Properties of Cargoes - Dock Labourers Act,1934 - Inspectors-Powers of Inspectors-Obligations of Dock Workers-Lifting Machinery and Gear-Ropes and Wires-Handling of Cargo-Dangerous Substances & Environments-Machinery-Electrical Equipment-Ladders-Hatch Covers-Fire Protection.

Text Book:

1. Multimodal Transport Rules, Hugh M. Kindred, H. M. Kindred, M. R. Brooks, Kluwer Law International Publisher, 1st Edition, 1997.

Reference Books:

1. Multimodal Transportation of Goods Act, 1993 Along With Allied Rules, Professional Book Publishers.
2. Laws of Carriage of Goods by Sea and Multimodal Transport In India, Dr. K. V. Hariharan, Shroff Pub & Dist. Pvt. Ltd, First Edition, 2006
3. Containerisation, Multimodal Transport and Infrastructure Development in India, Dr. K. V. Hariharan, Shroff Pub & Dist. Pvt. Ltd, 2007.

13MS319 LINER TRADE

Credits 4:0:0

Objectives:

- This course is intended to offer a good understanding of nature of worldwide line shipping trade including its structure & organization specially related to the container trade.
- to understand the methods of operations, technology and terminology used. Changes in the liner shipping in the last quarter of the 20th century – containerization and development of liner trade routes

Outcome:

- To have a good exposure about the liner trade concepts in International Shipping industry
- To strengthen the learners knowledge in unitization concept and INCOTERMs used in international business.
- To have a better understanding about the various documentation procedures in liner trade

UNIT I

Definitions of liner trades. - History of liners, liner trades and tramp trades, containerization, Liner trades – Their Evolution and development, The Dev. Of Unitization and containerization, concepts of liner trades, liner operations, port organization – Vessel loading and discharging, liner trade routes, The major ports, liner service options.

Liner trade – ship types - Tonnages, pseudo tonnages, cargo measurements & capacities basic ship layout, container ships, types of container ships, Ro-Ro barge carrying vessels, The refrigerated cargo ship conventional (Break bulk) vessels future vessel developments, economy of scale, shipboard handling equipment, Ro-Ro Access equipment.

UNIT II

Cargoes & cargo equipment – Liner cargo (general cargo) - Dangerous goods IMO special goods, cargo handlings other methods of lifting cargo port handling equipment, port terminals, cargo storage, storage factors port management and organization, terminal management, The role of ships officers, The ships agent.

Liner Shipping operations - Management and policy, ship management and operations services crewing department, marine and engineering superintended, storing, operations, independent ship management, insurance, trade of commercial department, accounting, budgeting, freight collection and port disbursements agency duties conflict of Interest, the agent in the port, the marketing and sales function liner operation liner documentation general agency accounting principal's duties remuneration duration.

UNIT III

Containerization unitization and intermodalism - Growth in world trade unitization, intermodalism world container other growth container dimensions, types of container other container expressions container inventory, owning, leasing meeting the demand for containers tracking the container fleet, container control, FCLs LCLs & ICDS, legal & insurance implications in the container trade.

Conferences consortia, Alliances & Independent - The conference system, monopoly investigations development to the conference system, conference and competition law, FMC, TACA, mergers, takeovers and container consortia, alliance around the world.

UNIT IV

The Bill of Lading and other Documentation: The Bill of Lading UK bill of lading Act 1855 and UK carriage of goods by sea Act 1992, The use of Bill of Lading in liner trades, Bill of Lading documentary credits, Bill of Lading clauses The printed clauses – The evidence of the contract, other forms of Bill of Lading other liner documents, Intl conventions relating to Bill of Lading, paperless trading

The Exchange of goods transfer - Transfer of funds from country to country, methods of payments in International trade who are the merchants, International contracts of sale INCO terms

UNIT V

Legal aspects of the liner trades: The carrier insurance the carrier's liability for the cargo the liabilities of the agent, legal aspects of the Bill of Lading, cargo claims general average (GA), security, ISPS code.

Text Books:

1. Ship Operation Research and Development; A Program for Industry, J. Haskell, General Books Publisher, 2009.

Reference Books:

1. Ship Operation Management, Fujita, N.H. Publisher, 1974.
2. Ship Operation Management, Bertrams Publication, 2010.
3. Handbook of Ship Calculations, Construction and Operation, Charles H. Hughes, Wexford College Press, 2008.
4. Ocean Shipping - Elements of Practical Steamship Operation, Robert Edwards Annin, Thompson Press, 2010.

Karunya University

13MS320 DRY CARGO CHARTERING

Credits 4:0:0

Objectives:

- It explains in detail the commodities involved, charterers, ship owners, operators & brokers as well as freight market
- Will be able to distinguish various sizes of the vessels, Charter parties, bill of lading, LC. Offers and counter offers

Outcome:

- To expose the learners with the changing momentum in the dry cargo chartering market
- To enrich the students with the various financial elements of charter party and voyage estimating

UNIT I

Dry Cargo Ships- Types of Ships - Safe Working Load - Self Trimming – Tweendeckers - Cargo Stowage - Cargo Gear - Air Draft – LASH, Dry Cargo Ship Tonnages, Load lines, Dimensions and Cargoes - Tonnage-Displacement Tonnage-Deadweight-DWAT-DWCC-Plimsoll Lines-Grain Capacity-Bale Capacity-Types of Cargoes

UNIT II

Freight Markets and Market Practice - Baltic Exchange-Charterer-Ship Owners-Flag of Convenience-Agency Agreement-Operators-Ship Brokers-Trading-Letter of Credit-Market Reporting-Methods of Ship Employment-Firm Offer Chartering Contracts - List of Voyage charter party Clauses-Elements of Voyage Charter party-List of Time charter party Clauses-Bareboat Charter

UNIT III

Financial Elements of Charter parties - Financial Elements of Charter parties-Dead freight-Bill of Lading-Bunkers Lay time - Calculation of Laytime-List of Very Important Decisions

UNIT IV

Voyage Estimating - Itinerary-Cargo Quantity-Expenses-Income-Result-Demurrage Trades-Despatch Trades-Port Charges. Bill of Lading and Cargo Claims - Functions of B/L-Elements of B/L-Types of B/L-B/L at loading port-B/L at Discharging Port-Waybills-Insurance-Cargo Damage-Hague Rules-Hague Visby Rules-Carriage of Goods by Sea-Seaworthiness-Himalaya Clause

UNIT V

World Trades Ships for Cargoes-Handy size-Trading Restrictions-Port Restrictions-Time-Salinity. Disputes and Professional Indemnity P&I Clubs-English Maritime Arbitration

Text Book:

1. Chartering a Boat, Christopher Caswell, Sheridan House Publisher, First Edition, 2001.

Reference Books:

1. Bareboat Charter Registration, Ademuni-odeke, Ademuni-odeke, Kluwer Law International Publisher, First Edition, 1998.
2. Ocean Shipping - Elements of Practical Steamship Operation, Robert Edwards Annin, Thompson Press, 2001.

13MS321 PORT AGENCY

Credits 3:0:0

Objectives:

- This course prepares as a port agent to look after all the needs of the ship and her personnel while she is arriving at, staying in and departing from the port.
- will be able to understand ships – classification –registration safety certificates and surveys – charter parties – time counting – cargo documents – geography of trade – law and relationship with principles

Outcome:

- To know the various procedures involved in the Port operations
- To gain a practical knowledge about the port formalities

UNIT I

Ship: Introduction-Ship-Ship Sizes-Bulk Carrier-Tweendeckers-Tankers-Chemical & Parcel Tankers-Gas Carriers-Specialized Dry Cargo Ships - Registration & Classification - Flags of Convenience-Offshore Flags-Port State Control-Classification

UNIT II

Safety Certificates and Surveys: Safety Certificates-Load line Certificates-Cargo Gear Certificate-Maritime Declaration of Health Certificate-Surveys and Inspections - Charter parties. Time Charter-Delivery-Owner's Agent-Agent's Influence Upon Charter-Port Agent's Role in Charter party negotiations/Implementation

UNIT III

Time Counting: Importance of Time-Notice of Readiness-Demurrage and Despatch-Statements of Facts & Timesheets-Stoppages. Operations: Arrangement and Supplying of Services upon Behalf of Principal-Cargo-Ship-Crew Repatriation-Desertion-Mail

UNIT IV

Cargo Documentation: Introduction-Letter of Indemnity-Collecting Freight-Discharging Port Agent and Bill of Lading-Functions of Bill of Lading-Mate's Receipt-Manifest - Geography of Trade - Introduction-Political Factors-Labour-Port-Places of Source-Economic Factors-Environmental Issues

UNIT V

Port Agents and Law: Introduction-Practical Duties and Obligations-Noting Protest-P&I Associations-General Average-Sensible Precautions taken by Prudent Port Agent - Relationships with Principals - Introduction-Disbursement Accounting-Division of Costs-Final Disbursement Invoice-Operational Accounting-Office Organization.

Text Book:

1. Port Management and Operations, Patrick M. Alderton, Lloyd's List Publisher, Third Edition, 2008.

Reference Books:

1. Major Port Trusts Act, 1963, Professional Book Publishers
2. Port Security Management, Kenneth Christopher, Auerbach Publications, First Edition, 2009.
3. Elements of Port Operation and Management, Branch, A. E., Chapman & Hall, First Edition, 1986.

13MS322 TRANSPORTATION AND DISTRIBUTION MANAGEMENT

Credits 3:0:0

Objectives:

- The main aim of this course is to understand role of distributors – designing various distribution channels – networking the role of transportation.
- will effectively be able to manage transportations – inventory warehousing – various distribution channels – costs and value measures

Outcome:

- To get knowledge in transportation and distribution management.
- To have a in depth knowledge about the various transportation cost and technologies used in transportation and distribution management.

UNIT I

Role of Distribution in Supply Chain - Designing Distribution Channels

UNIT II

Distribution Networks - Factors Influencing Distribution Network Decisions - Network Design & Optimization Approach and Techniques

UNIT III

Role of Transportation in Supply Chain - Factors influencing Transportation Decisions - Modes of Transportation - Transportation mode Selection Process Transportation Principles and Participants - Transportation Participants Transportation Modes, Performance Characteristics and Selection

UNIT IV

Transportation Performance, Costs and Value Measures - Factors driving Transportation Costs - Categories of Transportation Costs - Transportation Routing Decisions

UNIT V

Transit Operation Software - Benefits of Transportation Software - Advanced Fleet - Management System - Inter modal Freight Technology - Transportation Security Initiatives and Role of Technology.

Text Books:

1. Management of Modern City Transportation System, M Mustafa K K Dewan, Deep & Deep Publications Pvt. Ltd., First Edition, 2004.

Reference Books:

1. Transportation Management - Imperatives and Best Practices, S. Jaya Krishna, ICFAI University Press, 2007.
2. Marine Transportation Management, Henry S. Marcus, Auburn House Pub. Co., 1986.
3. Management of Transportation, Bardi Edward J., Cengage Learning (Thompson), 6th Edition 2006 [International Edition]

13MS323 LEGAL PRINCIPLES IN SHIPPING BUSINESS

Credits 4:0:0

Objectives:

- The aim of this lesson is to introduce the student to the main principles of law and give a clear insight into the basic terminology liabilities & remedies.
- The student will learn introduction to (a) Different jurisdictions, (b) Different legal structures and principles, (c) English law, and (d) Shipping law based on international connections

Outcome:

- To get knowledge in legal principles in shipping business.
- To get an insight into the legal aspects of international shipping industry
- To have a prime idea about chartering of vessel to gain effective cost benefits.

UNIT I

Basic Principles of English Law-Types of Law-Sources of Law-Maritime Conventions Act 1911-Arbitration. Basic Principles of Contract Law-Formation of Contract - Promissory Estoppels - Privity of Contract-Exclusion Clauses-Remedies for Breach of Contract-Remoteness of Damage.

UNIT II

Basic Principles of Tort-Duty of Care-Breach of Duty of Care-Policy Considerations-Misrepresentation-Remedies in Tort-Vicarious Liability-Defamation-Libel-Slander. Main Principles of Law relating to Agency-Agency Relationship-Ratification-Rights and Duties imposed between Agent and Principal-Termination of Agency Relationship-Shipbrokers and their Commission

UNIT III

Law Relating to Carriage of Goods by Sea-Private and Common Carriers-Non Vessel Operating Carriers-Transit-Contracts of Affreightment - Charter parties-Voyage-Time-Demise-Implied Terms in Charter parties-Standard Charter party Forms

UNIT IV

Charter Parties-Freight-Liens-Laytime-Port and Berth Charter parties-General Average. Bills of Lading-Functions of B/L-Types of B/L-Mate's Receipt

UNIT V

Carriage of Goods by Sea Acts-Applications of Hague-Visby Rules-Hamburg Rules. Carriage of Goods by Sea Act-Assignment of Contract of Carriage.

Text Book:

1. The Business of Shipping, Buckley James Jr., Schiffer Publishing, 8th Edition, 2008.

Reference Book:

1. Master's Handbook on Ship's Business, Tuuli Messer, Schiffer Publishing, 3rd Edition, 2001.